

# TOWN OF SALEM, NH ANNUAL REPORT

2020



The Gateway to New Hampshire



# ***ABOUT THE COVER***

On the cover is a picture of the Town's Pressure Reducing Valve Station (PRV) replicated in the image of the old train station. The back cover is a collage of pictures illustrating various events throughout 2020. In 2019, Salem voters generously authorized \$5,355,000 for the Town to purchase up to 1.5 million gallons per day of water rights from the Manchester Water Works. The authorization was part of a regional effort of the Southern New Hampshire Regional Interconnection Project funded entirely by the State using MtBE funds available through the Department of Environmental Services. The Salem portion of the water main was completed in 2020.

This PRV Station was built as part of the Southern NH Regional Water Interconnection Project. Over 30,000 linear feet of new water main was installed to connect the various water systems that already existed. The project was conceived to address contamination of private and public water supply wells by methyl tert-butyl ether (MtBE), a gasoline additive that had gotten into the groundwater from leaking underground storage tanks at gas stations. The Southern NH Regional Water Interconnection Project connects the water sources from Manchester Water Works (MWW), Lake Massabesic and the Merrimack River to the water systems in the Towns of Derry, Windham, Salem, Atkinson, Hampstead, and ultimately Plaistow. This project is the single largest water supply initiative ever undertaken in New Hampshire and included the creation and execution of a groundbreaking intermunicipal agreement between the partner Towns. The Southern NH Regional Water Interconnection Project supplements the Town of Salem's primary water supply from Canobie Lake and Arlington Pond.

To provide a little history, the PRV Station building was designed to replicate the Canobie Lake Railroad Station that once stood near this location. The railroad corridor was constructed from 1847 to 1849 as part of the industrial revolution that brought manufacturing north of Boston. This branch was the Western Division of Boston and Maine Railroad and in its heyday had as many as twelve stops from Lawrence, MA to Manchester, NH. The first railroad station constructed near this location was named Policy Pond after the adjacent pond, now known as Canobie Lake. In 1885 the station was reconstructed to meet the growing popularity of the area by offering passenger service along with freight. The new station was named Canobie Lake by the Railroad Commissioners in honor of Canonbie, a small village in Scotland, in recognition of local heritage at the time. The distinguished name was chosen to promote the area as a destination for vacationers and tourists, subsequently Policy Pond itself was renamed Canobie Lake. This branch of the railroad remained active through the late 1960s before discontinuation in the early 1980s. The State of New Hampshire purchased the railroad corridor, and it is now part of the Granite State Rail Trail spanning 115 miles from Salem to Lebanon.

The Salem design team for the Southern NH Regional Water Interconnection Project worked to construct a building that would meet all mechanical needs of the regional water system infrastructure while complimenting the Salem Bike-Ped Corridor and the cultural history of rail transport. The new regional water system infrastructure connects Manchester to Salem much like the railroad did over a century ago, and while the rail transport has come and gone, this project will ensure the supply of safe and reliable drinking water to the region for generations to come. We appreciate the support of the community to make this project a reality.



# TOWN OF SALEM, NEW HAMPSHIRE



*The Gateway to New Hampshire*

**ANNUAL REPORT**  
**For the Year 2020**







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# FOR YOUR REFERENCE

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Town Hall  
33 Geremonty Drive  
Salem, NH 03079  
[www.salemnh.gov](http://www.salemnh.gov)

Fire Department (Emergency Only).....	911
Police Department (Emergency Only) .....	911
Emergency Management Center .....	603-890-2210

## DEPARTMENT NUMBERS:

General Information .....	603-890-2000
Town Manager/Assistant Town Manager/Board of Selectmen .....	603-890-2120
Assessing Department .....	603-890-2010
Animal Control .....	603-890-2390
Building Department (Permits & Inspections).....	603-890-2020
Community Development .....	603-890-2086
Engineering Department .....	603-890-2033
Finance Department .....	603-890-2040
Fire Department (Non-Emergency) .....	603-890-2200
Fire/Inspectional Services (Health Permits & Inspections) .....	603-890-2050
Fire/Inspectional Services (Building/Gas Permits & Inspections).....	603-890-2020
Human Resources Department (Personnel) .....	603-890-2070
Human Services Department (Public Assistance).....	603-890-2130
Planning Department .....	603-890-2080
Police Department (Non-Emergency).....	603-893-1911
Municipal Services Department (Public Works Department/Highway).....	603-890-2150
Transfer Station (Solid Waste and Recycling).....	603-890-2164
Water Treatment Plant .....	603-890-2171
Cemeteries & Parks.....	603-890-2180
Purchasing Department (Finance).....	603-890-2090
Recreation Department (Community Services) .....	603-890-2140
Senior Citizens Center (Senior Services/Community Services) .....	603-890-2190
Salem Community Television.....	603-893-7069 x5118
Tax Collection.....	603-890-2100
Town Clerk .....	603-890-2110

## OTHER IMPORTANT NUMBERS:

Salem District Court .....	855-212-1234
Salem Housing Authority.....	603-893-6417
Salem Kelley Library .....	603-898-7064
Salem Historic Museum.....	603-890-2280

# **HOLIDAYS, MEETING SCHEDULE AND OFFICE HOURS**

*Please note our office hours and meeting location may be different than listed below due to Covid-19.*

## **2021 TOWN HALL HOLIDAY SCHEDULE**

<b>Holiday</b>	<b>Date</b>
New Year's Day	Friday, January 1, 2021
Civil Rights Day	Monday, January 18, 2021
President's Day	Monday, February 15, 2021
Memorial Day	Monday, May 31, 2021
Independence Day	Monday, July 5, 2021 (Observed)
Labor Day	Monday, September 6, 2021
Columbus Day	Monday, October 11, 2021
Veterans' Day	Thursday, November 11, 2021
Thanksgiving Day	Thursday, November 25, 2021
Day After Thanksgiving	Friday, November 26, 2021
Christmas Day	Friday, December 24, 2021 (Observed)

## **BOARDS, COMMITTEES & COMMISSIONS MEETING SCHEDULES**

<b>Board/Committee/Commission</b>	<b>Meeting Schedule</b>	<b>Time</b>	<b>Location</b>
Board of Selectmen	1 <sup>st</sup> , and 3 <sup>rd</sup> Mondays	7:00pm	Town Hall
Budget Committee	2 <sup>nd</sup> and 4 <sup>th</sup> Wednesday	7:00pm	Town Hall
Conservation Commission	1 <sup>st</sup> Wednesday	7:00pm	Town Hall
Council on Aging	3 <sup>rd</sup> Friday	10:00am	Senior Center
Housing Authority	2 <sup>nd</sup> Tuesday	5:00pm	Housing Authority
Planning Board	2 <sup>nd</sup> and 4 <sup>th</sup> Tuesday	7:00pm	Town Hall
Recreation Advisory Committee	2 <sup>nd</sup> Thursday	6:30pm	Senior Center
Zoning Board of Adjustment	1 <sup>st</sup> Tuesday	7:00pm	Town Hall

## **TOWN DEPARTMENTS OFFICE HOURS**

<b>Town Department</b>	<b>Hours of Operation/Appointment Scheduling</b>
Assessing Office	Monday – Friday 8:30am–5:00pm
<u>Community Development Department</u>	Monday – Friday 8:30am–5:00pm
Planning/Zoning	Monday – Friday 8:30am–5:00pm
<u>Fire/Inspectional Services</u>	
Building/Electrical Permitting	Monday– Friday 8:30-9:30am, 4:00pm–5:00pm
Building/Electrical Inspection	Monday – Friday ( <i>By Appointment</i> )
Plumbing/Gas Permitting/Inspection	Monday – Friday: <i>Permitting: 8:30–9:30am &amp; 4:00–5:00pm</i> <i>Inspections 9:30am – 4:00pm (By Appt.)</i>
Health Officer	Monday – Friday 8:30-9:30 a.m., 4:00-5:00pm ( <i>or by appt.</i> )
Community Services (Recreation)	Monday – Thursday 8:30am-4:30pm, Friday 8:30am-3:30pm
Community Services (Senior Center)	Monday – Thursday 8:30am-4:30pm, Friday 8:30am-3:30pm
Finance Department	Monday – Friday 8:30am–5:00pm
Human Resources Department	Monday – Friday 8:30am–5:00pm
Human Services Department	Monday – Friday 8:30am–3:30pm ( <i>or by Appt.</i> )
Municipal Services (Engineering)	Monday – Friday 8:30am–5:00pm
Municipal Services (Public Works)	Monday – Friday 7:00am-3:30pm
Municipal Services (Utilities)	Monday – Friday 7:00am-3:30pm
Municipal Services (Transfer Station)	Tuesday, Thursday Friday, Saturday - 7:00am–2:45pm Wednesday, 7:00 am–6:45pm – Closed Sunday/Monday
Tax Collector's Office	Monday – Friday 8:30am–5:00pm
Town Clerk's Office	Monday – Friday 8:30am-5:00 pm
Town Manager's Office	Monday – Friday 8:30am–5:00pm

# TOWN OFFICIALS

## Board of Selectmen 3-year terms

*Elected terms expire in March*

Michael J. Lyons <i>Chair</i>	2023
Cathy A. Stacey <i>Vice-Chair</i>	2023
James S. Keller, <i>Secretary</i>	2021
Robert F. Bryant	2021
Vacancy	2022

*Lisa S. Withrow (Resigned January 2021)*

*Arthur E. Barnes, III (Term ended March 2020)*

## Budget Committee 3-year terms

*Elected terms expire in March*

D.J. Bettencourt, <i>Chair</i>	2022
Steven Goddu, <i>Vice-Chair</i>	2023
Tonya Donnelly, <i>Secretary</i>	2023
Sean Lewis	2021
Peter Edgerly	2021
Paul Huard	2021
Dane Hoover	2021

James F. Keller, *Selectmen Rep.*

Bernard Campbell, *School Board Rep.*

Stephen Boyd (*Resigned 2020*)

## Conservation Commission 3-year terms

*Appointed terms expire in April*

Ruth Tanner Isaks, <i>Chair</i>	2021
Linda Harvey, <i>Vice-Chair</i>	2023
David Blake	2022
Glen Edwards	2023
Claire Karibian	2021
Donald Marotte	2022
Robert Gibbs, <i>Alternate</i>	2021
Maureen Tibault, <i>Alternate</i>	2023
Robert F. Bryant, <i>Selectmen Rep.</i>	
Stephen Boyd ( <i>Resigned 2020</i> )	

## Council on Aging 3-year terms

*Appointed terms expire in April*

Matthew Ferrara, <i>Chair</i>	2022
Robert Dennis, <i>Vice-Chair</i>	2022
David Thompson, <i>Treasurer</i>	2022
Paula McGillivray, <i>Secretary</i>	2023
Patricia Drelick	2021
Gary Schmottlach	2021
Russell Ingram	2023

## Historic District Commission 3-year terms

*Appointed terms expire in April*

Elizabeth Roth, <i>Chair</i>	2021
Patricia Good, <i>Vice-Chair</i>	2021
Edward Brooks, III, <i>Secretary</i>	2021
Kathryn Burke	2022
Beverly Glynn	2023
Robert F. Bryant, <i>Selectmen Rep.</i>	

## Housing Authority 5-year terms

*Appointed terms expire in April*

Virginia Consoli, <i>Chair</i>	2021
Kelly Bryant, <i>Vice-Chair</i>	2024
Donald Simmons	2025
Georgette Smith	2022
Sandra Karp	2023
Sheri McCloskey, <i>Executive Director</i>	

## Kelley Library Trustees 3-year terms

*Elected terms expire in March*

Kathleen Norton, <i>Chair</i>	2023
Martin Isaks	2022
Vacancy	2021
Natalie Ducharme, <i>Library Director</i>	

## Museum Committee 3-year terms

*Appointed terms expire in April*

Kathryn Burke	2022
Beverly Glynn	2023
Patricia Good	2021
Susan Kettinger	2021
Ann Leclair	2021
Dan Zavisza	2022

## Planning Board Staggered terms

*Elected/Appointed terms expire in March*

*Alternates expire in April*

Keith Belair, <i>Chair</i>	2021
Michael Banks, <i>Vice-Chair</i>	2022
Beverly Donovan, <i>Secretary</i>	2023
Joseph Feole	2023
Paul Pelletier	2021
Jeffrey Hatch	2022
Robert Donahue, <i>Alternate</i>	2021
Christopher Graham, <i>Alternate</i>	2023
Linda Harvey <i>Alternate</i>	2022
Amie Ceder-Bracey, <i>Alternate</i>	2023
Michael J. Lyons, <i>Selectmen Rep.</i>	

## Recreation Advisory Committee 3-year terms

*Appointed terms expire in April*

Thomas Woelfel, <i>Chair</i>	2023
Rachel Hill, <i>Vice-Chair</i>	2021
Patricia Good	2022
James KocZat	2021
Kelly Moss	2021
Richard Murray	2023
Kevin Richard	2023
Glen R. Yergeau	2021
Vacancy	2022
Cathy A. Stacey, <i>Selectmen Rep.</i>	
Patricia Corbett, <i>School Board Rep.</i>	



# TOWN OFFICIALS

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## **Supervisors of the Checklist** **6-year terms**

*Elected terms expire in March*

Melissa Sorcinelli, <i>Chair</i>	2024
Sheila Murray	2022
Patricia Good	2026

## **Trustees of the Trust Funds** **3-year terms**

*Elected term expires in March*

Gregory Davis	2022
Teressa Holland	2021
Carol Houle	2023

## **Zoning Board of Adjustment** **3-year terms**

*Elected terms expire in March*

Bonnie Wright, <i>Chair</i>	2022
Bernard Campbell, <i>Vice-Chair</i>	2023
George D. Perry, <i>Secretary</i>	2021
Olga Guza	2022
Claire Karibian	2023
Michael Smith	2021
Kellie Annicelli, <i>Alternate</i>	2023
David L. Bruce, <i>Alternate</i>	2021
Thomas R. Raskow, Jr., <i>Alternate</i>	2022

## **Tax Collector** **3- year elected term**

Martha Breen March 2023

*Cheryl-Ann Bolouk (term ended 2020)*

## **Town Clerk** **3-year elected term**

Susan Wall March 2023

## **Treasurer** **3-year elected term**

John Sytek March 2023

## **Moderator** **2-year elected term**

Christopher Goodnow March 2022

## **NH State Senate – District 22**

Charles W. Morse, *Term Ends November 2022*

## **NH House of Representatives - District 8**

*Terms End November 2022*

Daryl A. Abbas  
 Fred G. Doucette  
 Robert J. Elliot  
 Betty I. Gay  
 John C. Janigian  
 Everett P. McBride  
 Joe Sweeney  
 John Sytek  
 Susan J. Vandecasteele

Board of Selectmen  
and  
Town Manager





# BOARD OF SELECTMEN

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In March of 2020 we welcomed our newest Selectman to the Board, current Rockingham County Registrar of Deeds Cathy Stacey. Immediately after that everything changed, and the Town and the Board had to adapt to impacts of COVID-19. The Town moved quickly to seek guidance and suggestions from the State as to how boards and committees would operate during the pandemic and remain compliant to the Right to Know Law. The Town Manager also organized his staff to operate in the new normal. Our first responders (particularly our Fire/Rescue) worked diligently to address the increased calls for service and keep the community safe.

Despite COVID-19, long range planning activities of the Town still needed to continue. Notably, after a successful vote to secure water allocation at the 2019 Town Meeting, water from the Southern New Hampshire Regional Waterline began to flow into our system in August 2020. Ramp up is gradual as one would expect with any new system of this size, but eventually the Town will be able to access up to 1.5 MGD as a result of this project. This along with our other sources now create a three-legged stool (along Canobie and Arlington) for our water system thereby securing the Town's stability and economic future.

Other noteworthy progress on long-term goals includes the long-awaited Depot Improvement Project got underway, which many of us thought would never happen. Additionally, the Town continues to work with OMJ Realty (Tuscan Development) as we look forward to the completion of that project and it being a positive center piece for the community. The Town continues to make progress on the clean-up of the old wastewater treatment plant, and like the Depot, we hope to bring something to the voters soon for their consideration.

In January 2021, the Board congratulated Joel Dolan on being named Police Chief by the Town Manager. We wish Joel well as he continues to move the Department forward as evident in his presentation to the Board in August.

Respectfully Submitted,

Michael J. Lyons, Chairman

# TOWN MANAGER

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2020 was a year that will be recognized in history books as a challenging year. Although there are many things that pushed staff and residents beyond what they thought were possible, the Town was able to meet the challenges and move many projects forward to address a growing community.

In January, the Town continued work on the Route 28 Water, Sewer and Culvert replacement project. This project began in 2018 but was completed during the summer of 2020. The project updated over 100-year-old water lines, increased the size and capacity of the sewer system, and replaced an undersized culvert which increases the water flow capacity for large scale rain events. As this project was completed, the focus shifted to the Depot where buildings started to be razed in the fall of 2020, and utilities were relocated in preparation for a much-needed expansion of the Depot intersection.

Early in 2020, the Town began to learn more about COVID-19 and staff started to meet in preparation to ensure Town operations would continue through the pandemic. Emergency Management Director/Fire Chief Larry Best opened the Emergency Management Center on March 13<sup>th</sup>. He has done an excellent job of communicating between town leaders, the school district, department heads, and State experts. His expertise and leadership on how to deal with the virus, to protect the community, and safely move forward to ensure continuity of operations for the Town, as well as continuing to provide information to residents, has been invaluable.

As we progressed through the summer and into the fall, the Town experienced a different kind of virus. The Town IT systems were victimized by a crypto virus which created havoc on the Town's systems for a few weeks. Although it took weeks to reformat every electronic device utilized by Town staff, the Town was successful in reloading backups with little data loss. We learned of some system vulnerabilities, but also confirmed many of the systems put in place allowed restoration of most of our data without paying a ransom.

It is hard not to look at some of the challenges in 2020. With that being said, I think there were also many successes. The Town cleared the way for construction on the worst rated intersection in the State of New Hampshire (the Depot Intersection). The need for this project has been talked about for decades. Additionally, the Town had previously removed most structures at the former wastewater treatment plant and in the late fall of 2020, began work on removing the foundation of the former building. We also put out an RFP for the soil remediation. This has been a project worked on for a few decades. Salem's water deficiencies were identified decades ago as well. The Town worked with multiple communities, water companies, and the State to build and take water from the Southern New Hampshire Regional Water Line. These three projects have been discussed for years and work on them either started or finished in 2020.

The projects and activities that occurred in 2020 are too numerous to list in this short submission. However, recognition should be extended to the amazing staff that work for the residents every day to ensure your needs are met. Whether you call Police, Fire, Municipal Services, Human Services, Building, Planning, Finance, or any other department, the employees will go out of their way to assist you as they recognize it is why they are here. I cannot thank them, the Selectmen, the residents, Assistant Town Manager William Scott, and my Executive Assistant Maureen Witley enough for everything they do.

Respectfully Submitted,

Christopher A. Dillon, Town Manager

# Town Departments





# ASSESSING DEPARTMENT

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The New Hampshire real estate market has experienced rapid appreciation due to a lack of supply (coupled with a low interest rate environment) month-to-month since mid-2016 and has continued with momentum to the end of 2020. Higher demand and limited supply yield higher market prices and fewer market concessions. Examining sales between January 1, 2020 and December 31, 2020, Salem had 664 qualified sales that have a residential median selling price of \$387,000 coupled with strong market fundamentals heading into 2021. Compared to 2019, which had 619 qualified sales with a median sales price of \$355,000, this results in a 9.1% increase in the median selling price. Again, this increase has been consistent year-to-year since mid-2016.

Each year the DRA performs an equalization study of all communities in the State. The study conducted for 2019 exhibited the Town's level of assessed value to market value was 79.9% (2018 revealed 84.5%). Results for 2020 will not be available until the first quarter of 2021 and are anticipated to be lower than the previous year due to robust market conditions.

To satisfy the State Constitution it is necessary to value anew all property in Salem at least once every five years. The last full revaluation was completed in 2016. The next revaluation is underway for tax year 2021.

The Town of Salem, NH has contracted with Vision Government Solutions to do a Statistical Revaluation of property values. Vision will be working with the Assessor's Office to make this project a success. The major phases of the revaluation will be: Market Analysis, Valuation, Field Review, and Informal Hearings; the Data Collection is completed on a cyclical basis assuring property data for each property is reviewed at least once every five years.

The net taxable valuation which the 2020 tax rate was set, was \$4,676,922,757 resulting in a tax rate of \$22.02 per \$1,000 of assessed value.

Values that contributed toward the total valuation of Salem include the following: construction finished in 2020 that began in 2019 or before, projects begun in 2019 partially completed as of April 1, 2020, physical changes to properties noted during 2020 data collection efforts, annual inspection program, and any other changes to value determined during the year. Projects approved during 2020 but not started until after April 1, 2020 are not included in any value totals, as they will be included in the numbers for 2021. Total updated assessed values reflect the state of completion, taxable status, and physical condition of all property as of April 1, 2020.

Assessing data can be found on-line via [www.gis.vgsi.com/salemnh/](http://www.gis.vgsi.com/salemnh/). Our office offers programs for the Elderly, Blind, Disabled, and Veterans to help offset their property tax bills. Homeowners must file by April 15<sup>th</sup> to receive the exemption or credit for that tax year. Feel free to call the Assessor's office or visit our website [www.salemnh.gov/assessing](http://www.salemnh.gov/assessing) for information regarding these programs.

## **ASSESSING DEPARTMENT**

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The Assessing Office continues to provide quality, professional and timely service to the taxpayers that come into our office for help with residency registration, applications for Elderly Exemptions, Veterans' Tax Credits, Disability Exemptions, etc., as well as to work on the myriad of processes that are part of the Assessing Department's responsibilities. We would not be as responsive to your needs and questions without the valued assistance of Jillian Skene (Deputy Assessor/Certified Assessor) and Mary Ann Bell (Assessing Clerk III).

The Assessing Office would like to thank the public and other Town departments and staff for their continued assistance and cooperation.

Respectfully Submitted,

Christopher Ruel, CNHA, NHCG  
Chief Assessor

# COMMUNITY DEVELOPMENT DEPARTMENT

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**Mission:** To provide information, technical expertise and services to the community to plan, manage, and coordinate the natural, constructed, and economic environment of Salem in order to provide a better quality of life for its citizens.

**Operations:** The Community Development Department staff consists of Karri Makinen, Community Development Program Manager, and John Vogl, GIS Manager/Planning Coordinator. The Department operates under the leadership of Assistant Town Manager William Scott.

The Community Development Department also includes the Planning Division. Please also review the Planning Division report for a complete picture of the Community Development Department's activities and responsibilities.

The Community Development Department stepped up to assist with a variety of unprecedented challenges faced by the Town in 2020. Community Development staff helped lead efforts to adopt new technologies such as video communications systems in response to the rapidly changing COVID-19 pandemic. We sought out and helped manage over \$750,000 in grant funds from multiple sources as a means to acquire the necessary PPE, equipment, and services that allowed Town operations and Elections to continue as safely as possible. We also created webpages to help keep residents informed. By working collaboratively with other departments and community groups, the Community Development Department is able to carry out projects and initiatives that bring value to Salem.

**Projects:** The following projects are managed or are assisted by the Community Development Department and represent efforts to create new opportunities in a manner that minimizes local tax dollar impact.

- **Streetlight Conversion Project:** The Town is working with Liberty Utilities to convert all 2,600 of its High-Pressure Sodium streetlights to energy efficient LEDs. Phases I and II have successfully converted 574 streetlights to date with project costs offset by incentives from the Liberty Utilities Energy Efficiency Program. Phase III has been funded in 2020 and will convert 547 additional streetlights west of Route 28.
- **Salem Bike-Ped Corridor (Rail Trail):** Progress continues on the Salem Bike-Ped Corridor projects. While the Town manages the construction projects, the work of the Friends of Salem Bike-Ped Corridor has helped transform the rail corridor into a beloved community asset complete with benches, signage, and beautiful landscaping.
- **Phase VI:** The Town has received approval for \$680,000 in Congestion Mitigation and Air Quality (CMAQ) funding for Phase VI of the Salem Bike-Ped Corridor, which runs from Rockingham Park Boulevard to Cluff Crossing Road, including several key road crossings. The project is currently in design by the Town's consultant, CMA Engineers. Construction is anticipated to begin in 2022.



## COMMUNITY DEVELOPMENT DEPARTMENT

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- **Phases IV & V:** Phases IV & V of the Salem Bike-Ped Corridor will be completed cooperatively between the Town and Tuscan Village. We have received \$800,000 in CMAQ funds for the construction portion of the project.
- **Intelligent Transportation System (ITS):** Salem has an advanced ITS that helps maintain traffic flow and reduce congestion in town. While the system is very effective, it is now due for some upgrades to newer technology. In 2020, the Department was approved for \$1,200,000 in CMAQ funding for an ITS enhancement and expansion project. Upgraded equipment will allow the system to adapt in real time to changing traffic conditions related to emergency incidents, special events, road construction, and other conditions. Signal optimization will reduce the amount of time vehicles are stopped, thus reducing congestion and emissions and improving flow.
- **Traffic Cameras Streaming:** Community Development staff coordinated with the Town's consultant to set up live video streaming from the ITS cameras. In 2020, an additional camera was added at the Transfer Station for residents to check traffic conditions before they go. The camera is also a useful tool for Public Works employees in the management of the facility. The Transfer Station camera and five intersection cameras are all streaming live through YouTube on the Town's website. These video streams are available to the public to check traffic and weather conditions at any time. In 2020, funding was provided to expand the streaming traffic camera network to include six additional intersections. These will be added in 2021.
- **Cooperative Alliance for Regional Transportation (CART):** Community Development Department staff participate in the CART advisory committee to ensure that Salem residents continue to receive high-quality transportation services. We regularly review ridership trends and public input to best align the service with the current needs of the community.
- **Conservation Commission:** The Community Development Program Manager provides staff support to the Conservation Commission. The Conservation Commission continues to review wetlands permit applications, manage conservation properties, and engage with the community for the protection of natural resources. Please see the Conservation Commission report for details on 2020 projects and activities.

**Geographic Information System (GIS) Program:** The purpose of Salem's GIS is to provide support and information services to the Town departments through maps or cartographic analysis. Nearly every service the Town provides involves a geographic component and can take advantage of the GIS program. Salem residents and staff have learned to expect a robust effort and a cooperative attitude to utilize all available tools to help advance and communicate the Town's needs.

Efforts in 2020 continued to build upon the 2019 flyover and remapping project to deliver the comprehensive and accurate base maps that Salem deserves. The fruits of this work will be made evident in the development of a web-based GIS viewer, providing public access to assessing records and various map layers, such as zoning, utilities, voting districts, open spaces, etc. The

## **COMMUNITY DEVELOPMENT DEPARTMENT**

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buildup to this project included ongoing review/update of parcel maps to present boundaries at the highest confidence. We are thrilled to finally be able to offer GIS tools to the public. Look for a launch in early 2021.

GIS Manager John Vogl continued to work closely with the Municipal Service Department to carry out the Asset Management Program. This program is intended to inventory, document, prioritize, and plan for maintenance/improvements to the Town's physical infrastructure. In 2020, the focus was on continuing implementation of work orders and facility conditions with the DPW Fleet, implementation of work orders and electronic record keeping in the Utilities Division, capturing storm drain cleaning information, and building out a cemetery inventory. We were happy to plan and formally lay out the new cremation-only section at Pine Grove Cemetery. The Town also took strides to improve utilities mapping by committing crews to GPS-located water shut-off valves and other necessary water assets.

On the Planning side, the GIS was utilized to track and model impacts from the Tuscan Village build out. These tools will be reviewed and further enhanced in 2021, including a review of impacts to Police and Fire Departments. Internally, John Vogl worked extensively with Inspectional Services to implement OpenGov permitting software. This new software will roll out in 2021 to track and report on building/health/planning permitting and inspections.

GIS mapping and analysis continued to be in high demand, supporting the numerous departmental efforts throughout Salem, including even the 2020 Presidential Election. This past year, when offices shut down and all attention turned to the digital realm, the GIS and Asset Management tools proved more useful than ever before in helping maintain operations when socially distant. The system and all the work put into it continues to grow. We are very excited to see what the new year brings.

Respectfully submitted,

Karri Makinen, Community Development Program Manager  
John Vogl, GIS Manager/Planning Coordinator

# COMMUNITY DEVELOPMENT DEPARTMENT

## *Planning Division*

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The Planning Division staff includes Planning Director Ross Moldoff, Assistant Planner Jacob LaFontaine, and Administrative Secretary Lisa Wojtas.

2020 will long be remembered as the year of the COVID-19 pandemic. But it was also the year we learned how to meet remotely and to conduct our normal business despite many obstacles, including the temporary closing of Town Hall to the public and the loss of our computers for 10 days. We saw major progress at Tuscan Village, one of the most exciting redevelopment projects in the country. Our Assistant Planner Jacob LaFontaine resolved dozens of zoning complaints and drafted zoning amendments that we did not have time to address in the past. Board members continued to devote their valuable time to serve the Town. Several long-vacant buildings were approved for new businesses. So, there were many positive accomplishments in an otherwise difficult year.

The primary responsibility of the Planning Division is administering the Town's land use controls, including subdivision and site plan regulations and the Zoning Ordinance. This involves reviewing plans and proposals to make sure they comply with Town rules, helping applicants, reviewing building and sign permit applications, inspecting sites, answering questions from the public, and working with other Town staff and consultants. We arrange Planning Board and Zoning Board of Adjustment meetings throughout the year, prepare agendas and information packets, attend the meetings, and implement their decisions.

Planning Division highlights for 2020 include:

- Coordinated 19 regular Planning Board meetings with 54 agenda items (down from 75 in 2019).
- Coordinated 12 Zoning Board of Adjustment meetings with 50 agenda items (same as 2019).

Other highlights:

- Collected over \$2,000,000 in impact fees for roads, schools, recreation, and public safety.
- Worked with Town Attorney on Glueth, Skalla, and Kachadorian court cases and various legal opinions.
- Prepared revisions to Sign, Open Space Preservation, Depot, and Accessory Apartment Ordinances and proposed new Solar Energy Ordinance.
- Responded to 120 zoning complaints.

We urge citizens to participate in planning for Salem's future by reading the Master Plan and Land Use Controls, watching meetings on Cable Channel 23 or [www.sgc23.com](http://www.sgc23.com), writing letters or email messages, visiting the Planning Office, and viewing our web page at [www.salemnh.gov](http://www.salemnh.gov).

Respectfully submitted,

Ross Moldoff, Planning Director  
Jacob LaFontaine, Assistant Planner

# COMMUNITY DEVELOPMENT DEPARTMENT

## *Code Enforcement*

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2020 Code Enforcement Summary		
Complaints	Occurrences	Resolved
Beach Replenishment	1	-
Business in Prohibited Zone	8	4
Commercial Vehicles/Equipment in Prohibited Zone	10	10
Construction without Permits	3	3
Dumpsters Stored on Property	3	2
Encampment on Town Land	1	1
Encroachment	12	10
Illegal Apartment	8	5
Keeping of Chickens	7	6
Lack of Erosion Control	2	1
Lack of Property Maintenance	5	4
Noise Complaint	5	4
Noncompliance with Site Plan	16	12
Recreational Vehicle as Dwelling	3	2
Rooming House	3	1
Sign Without Permit	5	2
Site Work without Permits	4	3
Storage Pods	2	1
Temporary Sign	44	44
Tent Sale without Permits	1	1
Unregistered Vehicles	10	6
Wetland Filling	20	14
	2020 Cases	Past Cases
Complaints	123	35
Resolved	100	20
Correction Rate	81%	57%
Avg. Duration	23 Days	486 Days
2020 Cases		
Total Cases Resolved in 2020	120 Cases	
Signs Removed from Public Right-of-Way	>250 Signs	

# COMMUNITY SERVICES DEPARTMENT

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The Town of Salem, New Hampshire's Community Services Department (CSD) was very active and busy in 2020. The CSD is located within the Russell & Roberta Ingram Senior Center on 1 Sally Sweet's Way. The facility is open Monday through Thursday from 8:30am to 4:30pm, and Fridays from 8:30am to 3:30pm.

**The Senior Services Division** is responsible for the Senior Center operations, Senior Services Programming, Senior Outdoor Activities and Senior Trips. Additional responsibilities include providing staff support to the Salem Council on Aging and the Intergenerational Collaborative of Salem. Additionally, staff coordinates the efforts of over 170 senior volunteers.

**The Recreation Division** is responsible for Youth and Adult Recreation Programming, Hedgehog Park Summer Operations, Palmer Pre-School, and Department Special Events. Additional responsibilities include providing staff support for the Recreation Advisory Committee, Field of Dreams, and the Special Olympics organizations. The Recreation Division is also responsible for coordinating parks facility usage, assisting youth leagues and management of the Park System Capital Improvement Plan

As with most Departments, the year required a complete evolution for staff in completing our mission, vision, values, and goals. COVID-19 required a shift in daily routine and innovation, and Salem's Community Service Department was no exception in having to step-up to the challenge of finding ways to connect with those residents who we serve.

In addition to updating the CSD policies, procedures, and guidelines, Staff identified ways to create community outreach, despite the State's stay-at-home orders. Over 4,200 wellness checks were conducted to our senior population for both residents and non-residents whose names are in the Ingram Senior Center's database. The Community Services Department staff communicated with people by phone to provide information, and assistance to the Seniors in the database.

Prior to the State of New Hampshire's Stay-At-Home-Order being implemented, the CSD was busy serving Salem residents through its numerous programming options and events. Recreational youth programs, such as flag football, dodgeball, and court sports took place in the Salem schools for ages 5 to 14, and the ever-popular Pats Peak Ski/Snowboard program saw record-high attendance in February and early March. Senior programs at the center were run daily by our amazing volunteers, and over 300 seniors were able to enjoy the annual Valentine's Day luncheon, as well as the St. Patrick's Day celebration at off-site function facilities. As COVID became more prevalent we began to move from these programs as recommended by State Guidelines.

In the Spring, the Ingram Senior Center was closed to programming as were activities that previously were scheduled to take place off-site. The Palmer Pre-School switched to remote learning and we held our first 'Virtual Graduation' for our 3- and 4-year-old participants in June. While programs shifted to remote access, several building and site enhancements were achieved at the Senior Center. Most notably, and thanks in large part to the Salem Council on Aging (SCOA), Phase I of the parking lot expansion was completed with seventeen (17) additional spaces created next to the building's side entrance, including additional handicap parking for the usually

## COMMUNITY SERVICES DEPARTMENT

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busy Senior Center. In December, the SCOA provided a new 12'x 24' shed for expanded storage capacity. Inside the building, a partition was installed to separate the dining room from the kitchen, which reduced some of the acoustics in the building during activities. The partition enables the Meals on Wheels staff to execute their tasks more independently within the separate space. Other physical changes included the addition of sanitizing and temperature stations, the addition of plexiglass at the kitchen and reception desk, the reduction in the number of tables, and the addition of plexiglass placed between the tables.

The Ingram Senior Center staff adjusted as needed while closed, by making provisions available outside the main entrance of the Senior Center so that residents could still stop by and obtain medical equipment, masks, toilet paper, puzzles, and magazines. Senior volunteers donated homemade face coverings from materials supplied by the CSD. We collected letters from residents involved with the Intergenerational Collaborative of Salem, NH from the Kelley Library, Boys and Girls Club of Greater Salem, Birches Academy, St. Joseph's Regional Catholic School, and those delivered to our drop box, which were distributed to Meals on Wheels participants weekly when receiving their food orders. Meals on Wheels offered drop-off and pick-up for lunches.



Withing the context of social distancing and other COVID guidelines June included Monday and Thursday Dance Aerobic programs, instructed by Marie Cammarata. The dance program took place outdoors in the Senior Center parking lot, where participants partook in social distancing, while still being able to enjoy a popular activity, which takes place consistently throughout the year. In July, recreational and senior programming included many off-site programs, such as Tennis (senior) and Tennis Lessons (youth), Teen Adventure Camp, a virtual track and field



program, Golden Eagles golf program at nearby courses, and pickleball. Several weekly and bi-weekly programs were well attended and took place at the Ingram Senior Center parking lot, with the addition of tents and picnic tables, which

included beginner and intermediate tap classes, Zumba, yoga, outdoor walking groups, story time nature walks, corn hole, painting classes, photography groups, outdoor bingo, Bible study and Alzheimer caregiver support, and arts/craft projects.

The CSD hosted two (2) virtual 4th of July contests in which town residents participated. A House Decorating Contest and a Virtual Parade Contest allowed participants to submit photos of their most patriotic attire for a chance to win gift cards and recreational program coupons. Photos were displayed on the Department's Facebook page with winners announced on the 4th of July.



## COMMUNITY SERVICES DEPARTMENT

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A Remote Bingo program was started at the CSD at the end of May for the Senior Center's Bingo enthusiasts. Participants picked up their cards in the parking lot every three (3) weeks on Tuesdays and Wednesdays and then dialed the conference number at Noon on Thursdays for three (3) to four (4) games of Bingo. Game winners' names were added to a pool with the hopes of receiving a gift card if their name is drawn at the end of each month.

Throughout the pandemic we employed protocols such as masks, temperature checks, and other measures to ensure the safety of all participants and guests. By late summer, the Ingram Senior Center was expanding its programming options for seniors by using designated areas and tents in the parking lot throughout the day for early morning walking groups and Zumba classes. In September, some classes moved indoors by following strict COVID-19 guidelines and limited participation numbers. Recreation programs remained outdoors with their Special Olympics soccer program, which saw its highest participation numbers on record, and its first Fall Outdoor Track and Field program.

Special events were a primary focus for the CSD in 2020. Drive-thru events in the Senior Center parking lot received a high volume of participants beginning with the Salem Police BBQ Cookout, followed by a Volunteer Appreciation Day in



October, and Firemen's Pasta Dinner in December. The Off-Broadway Thrift Store, located at the Senior Center, filled the parking lot with items available in storage and in the store, where residents left a donation of their choice and then took home what they wanted. Three successful outdoor concerts occurred in July, August, and September, for 100+ people at each event by utilizing the parking spaces to maintain social distancing and safety.

Other large special events were held for Salem families, as well with a town-wide Easter Egg Hunt in April, Halloween Event in October, and a Letters to Santa program in December. The Easter Egg Hunt requested resident's addresses, which were added to a town map so that families could drive around to see the various egg displays. The Halloween Event became a collaborative effort working in conjunction with over 20 local businesses, departments, and organizations, residents drove to locations all over Salem to receive candy and other giveaways. The CSD was visited by



## COMMUNITY SERVICES DEPARTMENT

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over 250 vehicles and approximately 1,000 participants during the event. The box for Santa letters was on the porch of the CSD for children to drop-off their letters from December 1<sup>st</sup> through December 14<sup>th</sup>. Our sincerest thanks to all those who participated and helped to make the events successful. The CSD hopes to build upon the successes of 2020 in 2021.



The CSD will continue finding new and innovative ways to connect with our residents in the upcoming year. The Senior Services Division is currently working with the Council on Aging, Salem TV, and Community Development Department to upgrade our audio and visual capabilities at the Senior Center to establish and increase virtual program options, as well as a designated two-hour time slot, which will take place daily on Salem TV. Additionally, a Capital Improvement Plan for existing and future ball fields and parks is starting; the CIP will be the result of collaboration between the Recreation Advisory Committee, Town Leagues, and the Friends of Salem, NH Recreation, Inc. and will result in increased and improved recreational opportunities in Salem.

The CSD Staff offers a special thanks to Emma Foley, who interned in the Winter and Springs months before graduating from Fitchburg State University. Ms. Foley was an integral part of the Department during her Internship, as she assisted in collecting and assembling documents needed for the Department's guidelines, policies, and procedures. Ms. Foley also updated the Operations Manual, visited and conducted surveys with senior programming, made wellness calls/checks, and attended the center's functions and events. She will be greatly missed, and Staff wishes her the very best in all future endeavors!

Lastly, it is with great sadness that we write of the passing of our Community Services Director, Danny Hopkins, who died suddenly in early November. We all knew Danny as a warm, caring, and hardworking individual, whose focus was on bettering the lives of the community's youth, adults, and seniors. More than that, he was a friend, a smile, a song, and an encouraging presence to our residents. The room would light up when Danny entered, and he made sure that everyone received his attention and kindness every moment of every day. We will miss Danny and we are all better for the time we knew him in Salem. Our thoughts are with his family and friends. He will be missed dearly by all of us at the Community Services Department.

Our warmest and best wishes to all Salem residents as we continue to work together throughout these uncertain times. We look forward to serving you all in 2021 and beyond. Stay healthy and safe!

Respectfully submitted,

Karen Bryant, Senior Services Coordinator  
Doug Cole, Community Services Coordinator  
Wendy Peters, Community Services Coordinator  
Jeanine Bannon, Recreation Clerk  
Hector Rivera, Custodian

William Scott, Assistant Town Manager



# FINANCE DEPARTMENT

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The Finance Department is comprised of many functions that interact with all departments within the Town of Salem. These functions include accounts payable, accounts receivable, payroll, purchasing and procurement, and utility billing. This department manages the expenditures and revenues of town funds, examines all department bills and payroll for accuracy, legality, and availability of funds before payment. The Finance Department is responsible for the development, preparation, and control of the Town's budget in conjunction with the Town Manager and the individual departments throughout the Town. The department is responsible for State reporting and submission of necessary documents to set the municipal portion of the tax rate. The department also oversees insurance matters, bond issuances, and lease agreements.

It is the mission of the Finance Department to administer the financial resources of the Town in a fair, accurate and professional manner to meet all areas of fiscal responsibility, including compliance with federal, state, and local laws and generally accepted accounting principles.

The municipal portion of the 2020 tax rate was set at \$7.16. The 2020 tax rate was set at \$22.02 per thousand.

Over this past year, the Finance Department had to adjust our daily operations because of COVID-19. While there were a few months in which town hall was closed to the public, we in Finance, continued to physically report to work each day. We were able to transition to our new normal relatively seamlessly.

The Town received over \$1.4 million of COVID-19 related grants:

- GOFERR: \$697,563
- First Responder Stipend: \$335,485
- FEMA: \$196,684 (more pending as of the time this report was written)
- JAG: \$97,977
- Elections grants: \$52,449
- HHS (CARES Act Provider Relief Fund): \$45,010

These grants allowed the Town to obtain personal protective equipment, sanitization supplies, provide one-time payments to our first responders, provide for adequate staffing for elections, obtain additional resources needed for elections, install protective barriers between employees and the public, purchase drop boxes outside of town hall, ballot boxes, ventilators, air purifiers, and much more. In addition to grants, the residents and businesses of Salem were extremely generous to our various town departments by donating food/drinks, personal protective equipment, sanitation supplies, funds to purchase specialized sanitization equipment, and gift cards. We appreciate their generosity.

Members of the Finance Department in conjunction with Human Resources worked on implementing a time and attendance system for many town employees. This process began in the Spring of 2020 with a go live date of September 2020. A lot of work went into building the system and training employees on how to use the system (virtually).

## FINANCE DEPARTMENT

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In October, the Town fell victim to the crypto virus. We lost several days of data that needed to be recreated. This was an incredible strain on the department. However, we keep thorough documentation of all transactions and were able to recreate the information that was lost. This effort took several weeks.

Plodzik & Sanderson will audit the Town's financial records. The results of the audit will be available for public inspection on the town's website when they are available.

I would like to thank the employees of the Finance Department for their hard work this year. COVID-19 put a tremendous amount of pressure on the department and they showed their commitment to the job. There were many obstacles that they overcame, and I am deeply appreciative of their diligence this past year. Their dedication and key attention to detail is an invaluable asset to the Town of Salem. They continue to work hard to protect taxpayer assets.

Respectfully submitted,

Nicole McGee  
Finance Director



# SALEM FIRE DEPARTMENT

CHIEF OF DEPARTMENT LAWRENCE D. BEST

152 MAIN STREET, SALEM, NH 03079

PHONE: 603-890-2215

[lbest@salemnh.gov](mailto:lbest@salemnh.gov)

## 2020 Annual Report for the Salem Fire Department

### “We’re here to help”

From the women and men of the Salem Fire Department, Greetings!

### A Message from the Chief:

As the Chief of Department, it is an honor and privilege to convey the 2020 Fire Department Annual Report to the citizens of our community.

2020 was certainly an unprecedented time for us all! First, I would like to convey my sincere Thanks to all the Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors and Administrative Staff of the Salem Fire Department. We faced and over-came the many challenges in 2020, with the pandemic being the biggest of them. I could not be prouder of the way that all the members of SFD pulled together. As always, they continued to support each other and never gave-up serving the Salem Community. I do not think any of us could have predicted on March 13<sup>th</sup> (the date we began seeing COVID-19 symptomatic patients in Salem) that we would face what we did in 2020. All our Divisions had to make unprecedented and unforeseen adjustments because of COVID-19. There were days for a variety of reasons that we were faced with staffing challenges, but members stepped up to make sure we met the needs of the Town: calls were received and dispatched with fully staffed fire trucks and ambulances going out the door and the building permits and inspections were still processed and conducted in a timely manner.

Our Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors and Administrative Staff understand that there is always a level of risk each day while they are performing their jobs. Often, they cannot space themselves 6 feet away from patients and the public that they interact with. They have been following strict protocols implemented at the beginning of the pandemic, which regulates this. The patients and the public have not received any reduction in service based on our personal protective equipment (PPE) requirements. The high level of PPE is necessary for the health and safety of our members and the public that we serve.

Our members have had to deal with a high level of anxiety as they receive and respond to calls during the pandemic, amid uncertainty about what they are going to be confronted with. It is a level of anxiety day after day. During normal times, our jobs are stressful. In the past, our members would leave work and head home to get some down-time and deal with the stress of the job. Now our members go home and have to deal with the same daily stress of COVID-19 like everybody else. It can be a challenge to get some good downtime. They have been amazing and have gone out of their way to lead by example, making sure they are wearing their masks and PPE.

*Integrity-Community-Compassion-Excellence*

## **FIRE DEPARTMENT**

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As anticipated, we finished the year with a little less emergency call responses than previous years, but this can be mostly correlated to the months of April and May when we saw a slow-down in calls for service as the pandemic was in the first surge. Interestingly, we have not seen a slow-down for calls because of the pandemic surge this fall during the months of November and December.

What does 2021 look like... it is safe to say that our mission of “we’re here to help” will continue regardless of the pandemic or any other situation. We are hopeful with the beginning of the COVID-19 vaccine distribution, that the pandemic will lighten.

Until then, and after that time, I am confident our Fire Officers, Firefighters, EMTs/Paramedics, Dispatchers, Inspectors and Administrative Staff will remain dedicated to keeping the residents, visitors, and each other safe. They are doing their absolute best on each call, each inspection, and each time they interact with the public. I have great faith in the abilities they have shown. Thank you to all the members of SFD for the countless sacrifices you and your families make. Extraordinary challenges are answered by extraordinary people!

I would also like to say Thank You to everyone who has shown your support to SFD and our members this past year. All the donations and food have been greatly appreciated.

Respectfully Submitted,  
*Lawrence D. Best*  
Chief of Department

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### ***2020 Personnel Changes:***

We saw the retirements of Captain John Judson, Battalion Chief Timothy Kenney, Building Inspector Michael DiBartolomeo, Electrical Inspector Blake Miller, and Dispatcher Robert Sprague. We thank them for their dedicated service to our community.

#### The following members were appointed to the Department:

- Joseph LaCarbonara, Badge #238 of, Salem, NH – Probationary Firefighter/A-EMT
- Nicholas Hamilton, Badge #239 of, Chester, NH – Probationary Firefighter/A-EMT
- Michael Gordon, Badge #242 of, Salem, NH – Probationary Firefighter/Paramedic
- Dwayne Mann, Badge #243 of, Goffstown, NH – Probationary Firefighter/Paramedic
- Scott Sullivan, Badge #248 of, Atkinson, NH – Building Safety Inspector

#### The following members were promoted:

- Nathaniel Breton, Badge #175 – From Firefighter/EMT to Lieutenant/EMT
- Gerald Mackey, Badge #194 – From Firefighter/Paramedic to Lieutenant/Paramedic
- Corey Ward, Badge #186 – From Lieutenant/A-EMT to Captain/A-EMT
- Corey Ward, Badge #186 – From Captain/A-EMT to Battalion Chief/A-EMT
- Timothy Sice, Badge #182 – From Lieutenant/Paramedic to Captain/Paramedic

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## **FIRE DEPARTMENT**

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The following members retired from the Department:

- John Judson, Badge #122, Captain – 33+ years of service
- Timothy Kenney, Badge #145, Battalion Chief-Shift Commander – 20+ years of service
- Michael DiBartolomeo, Badge #219, Building Safety Inspector – 13 years of service
- Blake Miller, Badge #220, Building Safety Inspector – 8 years of service
- Robert Sprague, Badge #132, Dispatcher – 30+ years of service

Deceased:

Sadly, the following retired and former members passed away in 2020:

Former Members:

- Call Firefighter William Lavoie
  - Call Firefighter Vernon Thomas, Sr.
  - Call Firefighter Arthur Reynolds
- 

### **Annual Report - Operations Division** **Deputy Chief Brian Murray**

2020 has been anything but ordinary and mundane. None of us have ever experienced living and working during a pandemic. This has been an uncertain and trying year, although our actual run numbers are slightly down the actual workload has significantly increased due to the nature of the pandemic that we are dealing with. The hiring, promoting, training and all other normal work must continue, as the amount of cleaning, disinfecting, and research to ensure that we are doing everything possible to keep our responders and the people we serve as safe as we possibly can.

I would like to take this time to acknowledge the partnership and commitment of the Salem Firefighters Relief Association and the Professional Firefighters of Salem IAFF Local 2892 for their dedication and support. Both organizations have committed hundreds of off-duty hours and well over \$75,000 in 2020 alone to support the Community and the Salem Fire Department through sponsoring programs and donations such as:

- Committed \$40,000 in 2020 and 2021 for physical fitness equipment in all 3 Fire Stations.
- Sponsoring 5 days (40+ hours) of training, certifying 7 of our members in Group Crisis Intervention and Suicide Prevention, Intervention and Postvention.
- Provided some meals and stress relief activities during the very trying times in the first part of COVID-19 to help maintain mental health and wellbeing of our members during such a time of uncertainty.
- Assisting with facility renovations both supplies and labor to help begin addressing health and safety initiatives.
- Supporting our families and members isolated in quarantine.
- Pasta luncheon for over 300 seniors during the Holiday season.
- Fundraising for our members out of work for long-term job-related injuries and illnesses.
- Sponsoring College scholarships.

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## **FIRE DEPARTMENT**

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### **2020 Accomplishments:**

- Developed and implemented a 50 plus page Incident Action Plan (IAP) for safe operation in the COVID-19 pandemic. This was done in an impressively short period of time, which led the way in the state of NH.
- Developed and implemented a new Standard Operating Procedure (SOP) system address and update existing and future SOPs on a regular basis.
- Placed the new 2020 Pierce Pumper- Engine 1 in service at station 1 on August 19, 2020.
- Began developing a strategic Technical Rescue plan to be rolled out in 2021 that addresses the needs of the Community and Department moving forward.
- Trench Rescue /Technical Rescue Trailer was delivered and equipped.
- The Firefighters and Officers completed many station improvements to better the working conditions for all members such as expanding the fitness room at Station 1, creating room a 9<sup>th</sup> room so that each member has their own room and there is no more shared space and painting.
- Created specifications for a new ambulance to be purchased in 2021.

Although we did not complete all the goals of 2020, we did make a lot of progress despite COVID-19. The platform has been set to complete these goals in 2021. The completion of these goals will move the Salem Fire Department forward decades and create a better system for constant evolution of progress.

### **2021 Goals:**

- Establish a committee to begin a Strategic Plan, Vision and Future Goals for the Salem Fire Department.
- Begin updating all job descriptions.
- Update all existing Standard Operating Procedures according to the plan and schedule.
- Implement the first year of a multiyear Technical Rescue plan to address the needs of the Community and Department reducing liability through standards compliance.
- Continue to educate the electorate on the need for a West-side Fire/EMS facility and look towards land procurement and design.

I feel honored and privileged to serve my community as the Deputy Chief of Operations for the Salem Fire Department. I am certainly proud of the services that we provide and the dedication of the men and women of the Salem Fire Department. Please remember that as our Mission Statement says, “We’re here to help”. If you do not know who to call, you can call the Salem Fire Department.

Respectfully Submitted:

*Brian Murray*

Deputy Fire Chief

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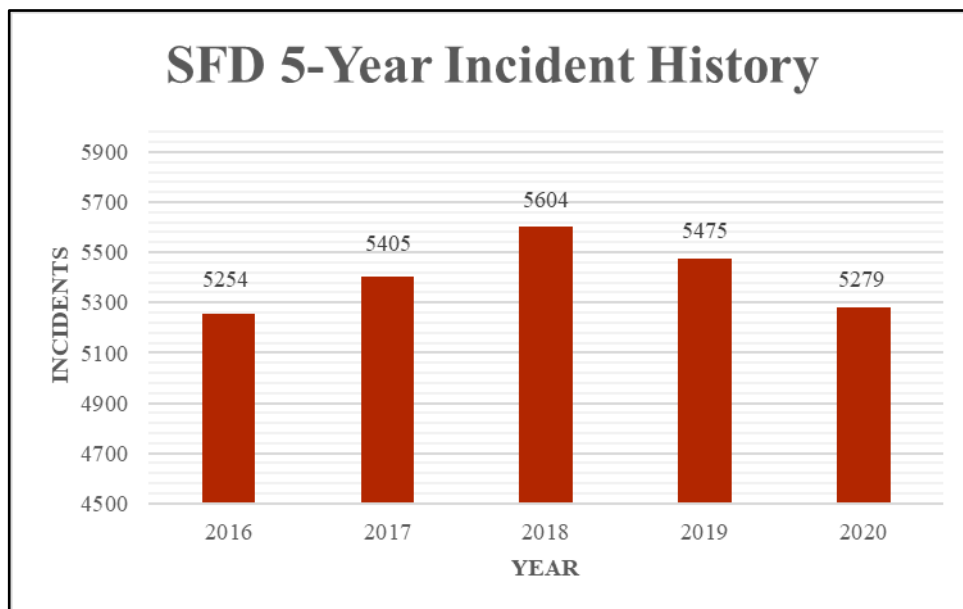
## FIRE DEPARTMENT

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The Operations Division responded to 5,279 emergency incidents.

### ***2020 - By the Numbers:***

- 5,279 emergency responses
- 65% simultaneous incidents
- 68 times mutual aid received (37 times for Fire and 31 times for EMS)
- \$449,999 fire loss- estimated
- 25 structural fires (an increase of 6; 2020 = 19 total)
- 68% of incidents medical; 32% of incidents fire



A few vital statistics that are important to share with the community regarding your Fire Department and our response to incidents within our community.

Fire Incidents:	1,524
EMS Incidents:	3,755

### ***Response Times and Simultaneous Responses/Incidents:***

As reported in previous town reports, response time continues to be an issue for the Fire Department. We use a national standard, NFPA 1710 (Organization and Deployment of Fire Suppression, Emergency Medical Services, and Special Operations to the Public by Career Fire Departments) to benchmark where we are and where we should be. NFPA 1710 states that the first unit should arrive at an emergency scene within 4 or fewer minutes to 90% of our incidents. In 2013 we were fulfilling this standard 65% of the time. In 2019 we arrived at 68% of calls within

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## FIRE DEPARTMENT

4 or fewer minutes, which was an improvement over 2018. In 2020 we saw the arrival on scene within 4 or fewer minutes slip to 65% of the time. As always, we will be monitoring this statistic closely 2021.

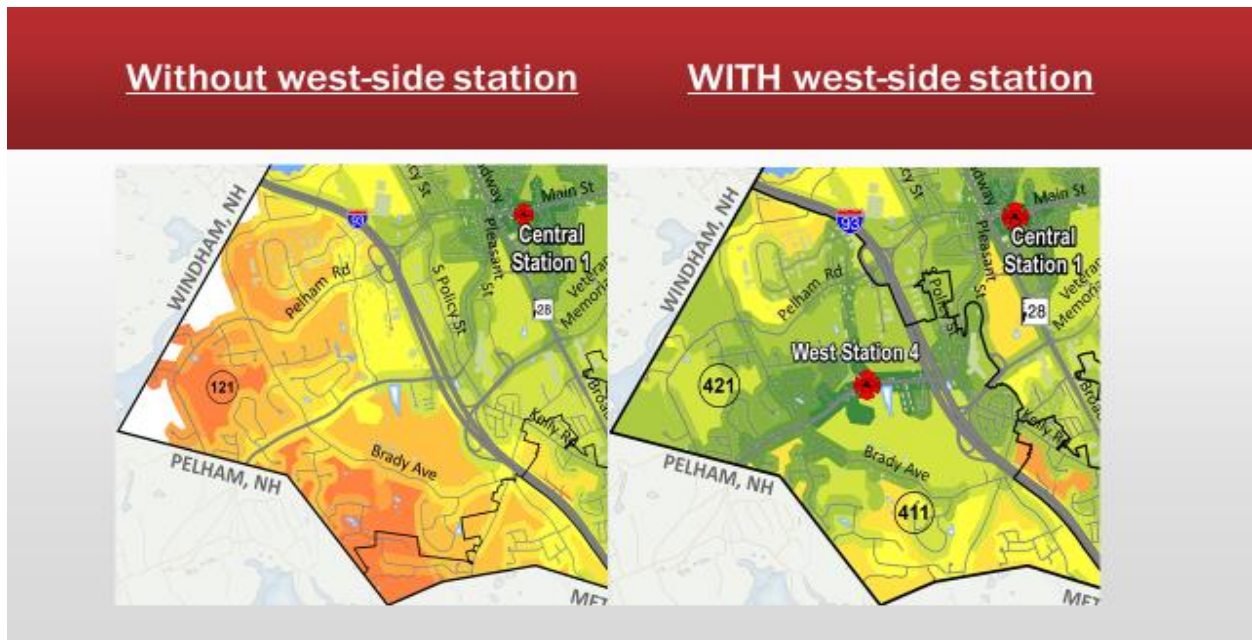
In order to improve this trend, we will continue evaluating what actions might counter this as trend well as working towards implementing the following 2 strategies:

1. Gradually increase shift strength
2. Build a west-side Fire/EMS facility

Staffing will play a part in reducing response times because it will increase our capacity by staffing additional apparatus to respond to incidents.

We need to continue to plan for a west-side Fire/EMS facility (figure #1). It is something that needs to occur, as this will help reduce response times west of I-93. Currently, nearly 20% of all incidents occur on the west side of our community. As you can see in the heat map in figure 1, without a west-side facility we have response times upward of 7 to 9 minutes (as indicated in the orange/red sections). The introduction of a staffed fire and EMS facility west of I-93 brings those response times down within the national standard. It is our belief that all residents and visitors to our community should enjoy equal fire and EMS support.

Figure 1:



Of the 5,279 emergency incidents that SFD responded to in 2020, 3,430 of those emergency incidents were responded to in a simultaneous mode, meaning that 3,430 times 2 or more incidents were occurring at the same time. This equates to SFD operating in a simultaneous mode 65% of the time.

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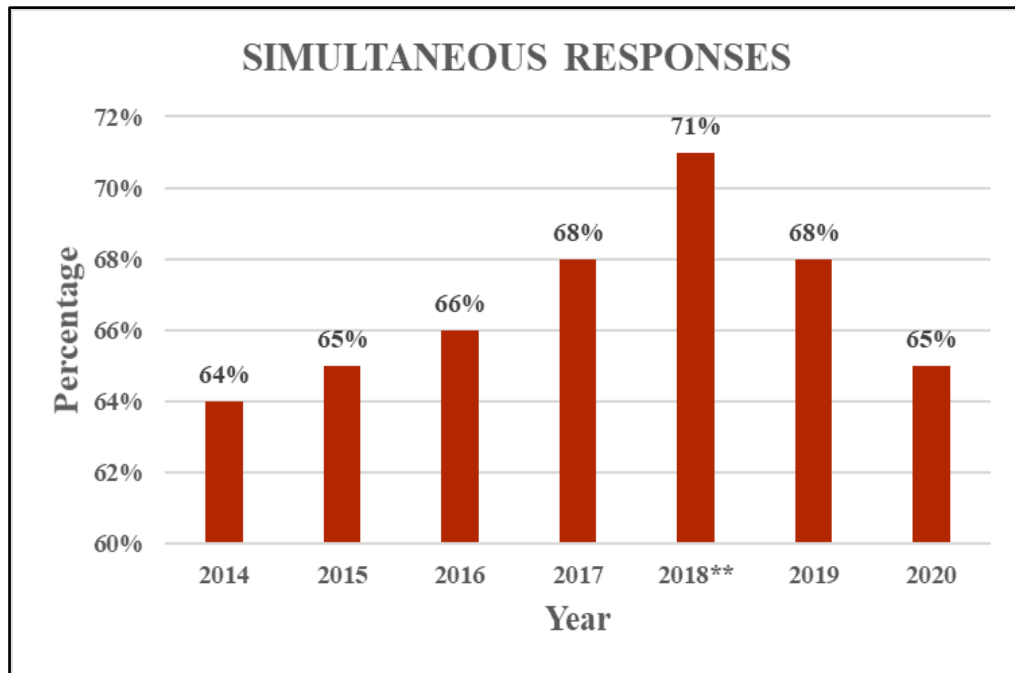


## FIRE DEPARTMENT

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Simultaneous incidents (figure #2) are important for us to monitor daily because of apparatus availability to respond to the second, third, fourth, or even fifth or more incidents. Some incidents might use only one or two apparatus, while others can use all eight of the on-duty apparatus (sometimes even more, depending on the incident type and the number of members and apparatus needed to mitigate the incident).

Figure #2:



A simultaneous response is when there is more than one incident occurring at the same time.

\*\* In 2018 there were two significant winter storms that generated numerous simultaneous incidents and responses.

# FIRE DEPARTMENT

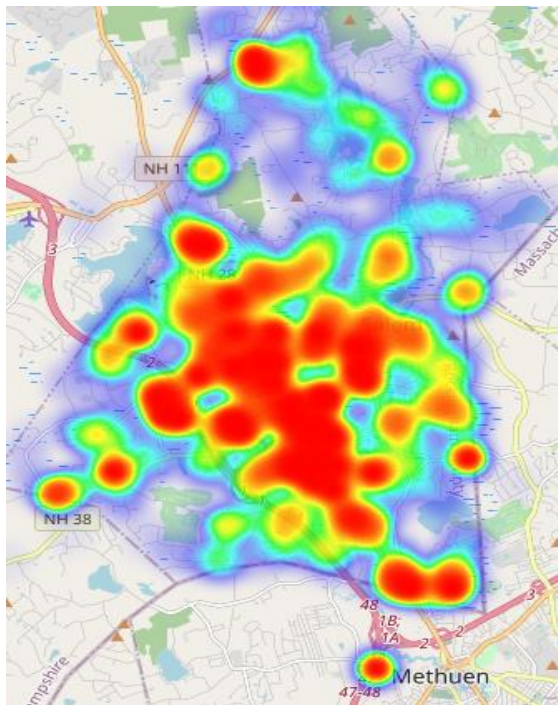
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## Annual Report - Emergency Medical Services: Director of EMS Douglas Devine

The Salem Fire Department is Emergency Medical Services (EMS) provider at the Advanced Life Support (ALS) level. This is performed utilizing all three levels of emergency medical technicians including EMT, Advanced-EMT and Paramedics. Utilizing a multi-tiered response of ambulances, rapid response paramedic vehicle and EMS equipped fire apparatus, the Salem Fire Department essentially brings a lot of the capabilities of an emergency room to you.

For over 55 years, the Salem Fire Department has been committed to providing the best medical services for the citizens and visitors of our community. We have progressed from providing first aid care in 1965 to adult and pediatric advanced cardiac life support, stroke care and a caring response if you just need help getting up.

In 2020, the Salem Fire Department responded to 3,755 requests for medical assistance, which included 1,471 advanced life support and 2,154 basic life support calls. The remainder of the calls were major motor vehicle accidents, responses to other towns and assisting police with medical support during police incidents.



The figure to the left is a heat map of all medical request for service responses. It demonstrates that the majority of the Town has responses with the heavy areas being more congested areas of residential and commercial.

These responses resulted in 3,993 patients encountered with 2,359 transport, 1,235 advanced life support and 1,124 basic life support. Of those 3,993 patients, we arrived at the scene to 2,475 of them in under four minutes.

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## **FIRE DEPARTMENT**

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The most common medical conditions encountered were general weakness, abdominal pain, behavioral problems, and cardiac related emergencies. The top procedures were cardiac 12 lead ECG, vascular access (IV), exhaled carbon dioxide monitoring, continuous positive airway pressure breathing assistance, intraosseous cannulation, and defibrillation.

Transports were made primarily to three great hospitals that support our region, Holy Family – Methuen, Lawrence General Hospital and Parkland Medical Center. The remainder were transported to specialty facilities and 4 were transported by air medical transport.

Last year, the obvious major challenge was COVID-19. Salem was one of the first towns in New Hampshire that was hit. Approximately 25% of our responses during 2020 had some indication that COVID-19 was possible. This would include symptoms consistent with COVID-19 or actual known positive cases. Early in the pandemic, Salem Fire Department established a team to research, develop and educate an incident action plan (IAP) for responding to COVID-19 calls.

The staff quickly developed the skill set to keep our patients safe and provide medical care while also protecting themselves. Personal protective equipment had to be sourced and distributed for staff. This became one member's primary focus. Emergency medical protocols were established by the State of New Hampshire and were implemented by our staff. Some of the State level changes were initiated in our Town. This team were the leaders for the State of New Hampshire in developing such a program. Although we had some members that had to be quarantined due to a possible exposure, it is outstanding that Salem Fire Department does not have one suspected case of transmission to a staff member on any of those medical calls.

In 2020, there was not as much time for development as with normal years. However, we did still progress. Through a grant from the Department of Justice, six (6) Zoll ventilators were added to the ambulances and the paramedic response vehicle. This will assure better ventilation support for our patients and minimize respiratory exposure to our members. Due to the civil unrest, our ballistic gear on hand was more than doubled to keep an entire duty crew of 17 members safe and able to respond. A committee has developed a design standard for a new ambulance hopefully to be purchased in 2021. The EMS continuous quality improvement program was enhanced and will provide the information to better develop our EMS training program.

The future holds a lot of promise. Several efforts have begun to address some of the more common medical issues. We will continue to provide CPR classes and car seat installations when it is safe to do so. We will also continue the progress that was made in assisting those dealing with substance misuse. A fall prevention program has been developed and will be put in place in 2021. This is the most common reason for responses in 2020. The big hope is for a process to continue to keep the residents, visitors, and our staff safe as we continue to battle the COVID-19 pandemic. As this is being written, we have already started to vaccinate our staff and hope to assist in bringing the vaccination to other parts of the community.

Respectfully Submitted:

*Douglas Devine*

Director of EMS

# **FIRE DEPARTMENT**

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## **Annual Report of the Fire Prevention Bureau, Inspectional Services, Health, Training, and Information Technology Divisions:** **Assistant Chief Jeffrey Emanuelson**

I am pleased to submit to you the following as an annual report of the Fire Prevention Bureau, Inspectional Services, Training, and Information Technology Divisions. 2020 was a year of many firsts. The least of which was the introduction of a worldwide pandemic. The divisions were all impacted significantly by this historic event and we continue to be impacted as we move into 2021. The Inspectional Services division said goodbye to two senior members of our family with Mike DiBartolomeo and Blake Miller. Both men have moved happily into retirement and on to the next phases of their lives. We wish them nothing but the best and thank them for their commitment and dedication to the town and its residents and visitors.

### **Inspectional Services:**

The year 2020 brought a complex set of challenges due in large part to the pandemic and the changes in operations that were necessary. From touchless services to some remote work to making the adjustment so that our inspectors could continue to safely work in the field providing services. Construction activity remained strong throughout the year as more people worked from home, we saw a significant uptick in home remodels. The housing market remained strong with new home starts exceeding previous years. Commercial construction was as expected with the Tuscan Village continuing at an uninterrupted pace. One phenomenon we experienced was with the major shutdowns experienced in the communities to our south an available labor pool emerged for the ongoing projects here in Salem. As we raced to the end of the year the vision of 2021 has been brought into focus. We will have an extremely busy year and we look forward to the challenges that will be faced by the division.

Some of the major highlights from 2020 are:

- 1) Construction value again exceeded \$120,000,000 in 2019.
- 2) Greater than 350 new dwelling units completed or under construction.
- 3) A comprehensive citation program was adopted by the Board of Selectmen to assist town department with providing effective code enforcement services.
- 4) Continued collaboration with the Planning Department on zoning / code enforcement.
- 5) Continued a proactive role in the redevelopment of the Tuscan Village property.
- 6) Some of the statistical highlights for 2019 from the Inspectional Services Division are:
  - a. 5011 In person inspections completed all disciplines.
  - b. 1778 Remote inspections completed all disciplines.
  - c. 4017 Total Permits were issued in 2020.
  - d. 1029 Plans reviewed by the Assistant Fire Chief
  - e. 1474 Building Plans were reviewed by the Building Inspector.
  - f. 73 Fires and related incidents were investigated for origin and cause.
  - g. \$1,221,063 Permit Fees received (Building, Electric, Plumbing, Fire, Mech.).
  - h. \$23,810 Permit Fees waived (Town and School Projects)
  - i. \$118,600 Radio Box Monitoring Fees Collected.
  - j. \$53,255 Permit / License Fees (Health)

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# **FIRE DEPARTMENT**

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## **Information Technology / Radio Communications:**

Information Technology as it directly relates to the Public Safety Agencies continues to demand a significant amount of attention. The continual coordination with our third-party contractor is essential. The Public Safety Radio project is moving forward even with the pandemic. Full completion is expected by July 1, 2021. Some of our additional goals and objectives for 2021 are:

- The ability to expand and adapt the new systems is a key component to allow it to meet our changing needs as the community grows.
- Full implementation of a new software system for permitting for all divisions.
- Continued collaboration with the GIS Manager in the completion of the digitizing of building and assessing files which will include a public facing component to allow the public to view and research property data.
- Installation of a new radio master box receiver system which was delayed in 2020 due to the pandemic.
- Conversion of Station 2 and 3 to the town fiber system which was delayed in 2020 due to the pandemic.
- Purchase of additional portable radios to assign to each FD member to increase safety and fireground accountability.
- Continue the minor renovations / expansion of the fire alarm office to improve working conditions for our dispatchers.

## **Training Division:**

As everyone knows 2020 was a challenging year, however the Salem Fire Training Division was able to persevere and find some success. The Salem Fire Training Division is made up of the Training Officer and a committee of dedicated Firefighters, Officers, and Dispatchers. We are committed to ensuring the members of Salem Fire are well trained and ready to meet the needs of the community we serve. To that end, this past year we implemented a new software called Target Solutions. This software makes it possible for us to track and disseminate training in a more efficient and effective way than we had in the past. Additionally, it allows us to collect and retrieve training data that we did not previously could do. That data allows us to better evaluate the training we provide, the proficiency of our members, and where we stand in relation to industry standards. In 2020 we also held our first SFD leadership development academy. This academy is designed to make our leaders more effective and efficient. Leadership training is required by industry standards and is a factor in the department's ISO score which effects insurance rates for businesses and residents of the Town of Salem.

In addition to implementing our new software and holding our first leadership academy we were also able to work through the challenges present by COVID-19 and have a successful year of training. We conducted two probationary orientations designed to get new members ready to face the challenges of being a firefighter. We completed 78 hours of Officer development training, 207 hours of HAZMAT training, and 5,057 hours of training at the Company level. Company level training is the backbone of our training program. It has the most required hours by industry standards and has the biggest impact on how our members perform on calls. The Training Division

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## FIRE DEPARTMENT

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is very proud of how much training we were able to achieve in the midst of this pandemic, while also implementing new software and new training programs. We look forward to another successful year of building on our training program to help our members respond to the needs of the growing and evolving community we serve.

Respectfully submitted,  
*Kenneth Colby*  
Lieutenant/Training Officer

### **Future:**

Looking ahead to 2021 and beyond the Salem Fire Department will be asking for the town's support for several important projects critical to our operation. They are:

- Managing the ever-increasing demands from the community of the Inspectional Services Division.
- Developing a strategic plan as it directly relates to Information Technology and Communications equipment.
- Bringing the new Public Safety Radio system online in the first half of the year.
- Continuing a comprehensive inspection of multi-family occupancies and other target occupancies for fire and life safety.
- Continuing a comprehensive place of assembly inspection program.
- Supporting the training and professional certification for all members of the Inspectional Services staff.
- Complete the implementation of the Open Gov permit software system.
- Developing a sustainable replacement program for the Mobile Data Terminals as they begin to age out.

In conclusion I would like to personally thank all Salem Fire Department members for their continuing efforts in delivering the mission of the Salem Fire Department "We're Here to Help" through professional Fire Prevention, Inspectional Services and Health Services to our community and its visitors. I truly feel that our staff and the services we provide are second to none. I am privileged to serve as Salem's Assistant Fire Chief and look forward to continued success in 2021.

Respectfully Submitted:  
*Jeffrey S. Emanuelson*  
Jeffrey S. Emanuelson  
Assistant Fire Chief

## FIRE DEPARTMENT

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### *Closing:*

I am extremely proud to be Chief of the Salem Fire Department. The women and men of the SFD do an outstanding job providing quality customer service. They truly embrace our mission statement of “We’re here to help” and our organizational values of “Integrity, Community, Compassion and Excellence” each and every day by helping the citizens and visitors of our great community. Thank you to the women and men of SFD for all that you do by helping others at times when they may be experiencing the worst day of their lives.

If you would like additional information about your Fire Department, please do not hesitate to reach out to me by phone at (603) 890-2200 or by email at [Lbest@salemnh.gov](mailto:Lbest@salemnh.gov). I would love to tell you more about your Department.

Respectfully Submitted,  
*Lawrence D. Best*  
Chief of Department

# FIRE DEPARTMENT

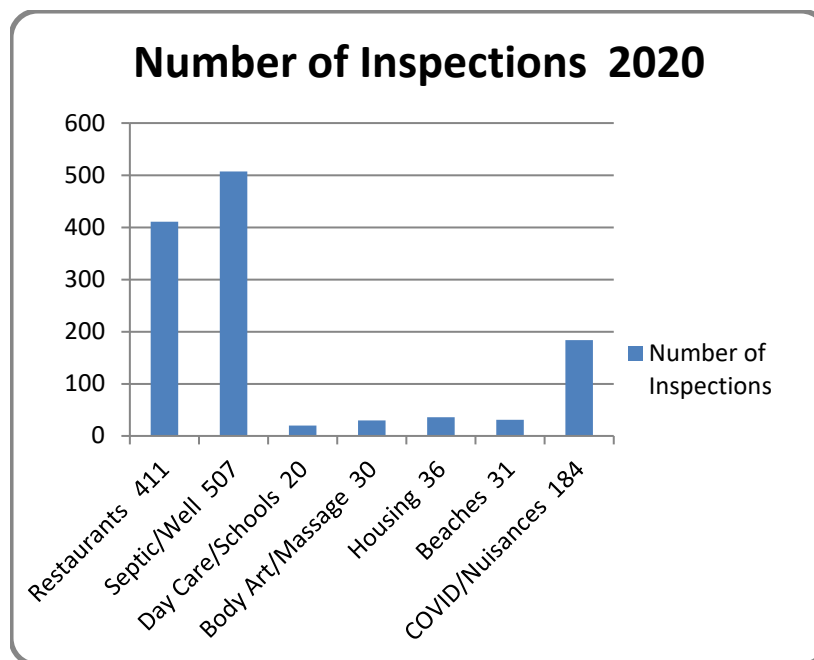
## FIRE INSPECTIONAL SERVICES - HEALTH DIVISION

### Licenses/Inspections/Food Safety Initiatives:

The primary function of the Health Officer involves the inspection and licensing of regulated facilities in Salem. These regulated facilities include food establishments, body art facilities (tattoo & piercing), day care centers, schools, and massage therapy facilities. The major portion of the inspectional activities is devoted to food establishments; this includes restaurants, school cafeterias, supermarkets, and convenience stores. Food samples are collected and tested randomly to assess food preparation procedures and food safety. Complaints received by the Health Officer included nuisances such as improper storage of trash, unsafe housing conditions, illegal dumping, and odors. Beaches are inspected and tested during the summer months to ensure safe swimming conditions.

### COVID-19 Pandemic:

The Governor declared a state of emergency on March 13<sup>th</sup> due to the arrival of the COVID-19 virus. This declaration empowered the state and local communities to take actions necessary to address the impacts of this novel virus. Inspections were conducted to ensure businesses were familiar with the safety guidelines and protecting their employees and customers. Information was also disseminated via emails, calls and the website to businesses and residents. Numerous complaints involving non-compliance with the guidelines were investigated as well as reports regarding positive COVID-19 cases in the workplace.





# **FIRE DEPARTMENT**

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## **FIRE INSPECTIONAL SERVICES - HEALTH DIVISION**

### **Septic Systems/Wells:**

The part-time contracted inspector assists the Health Officer with the inspectional and plan review duties. A total of 507 inspections and plan reviews were conducted in 2020.

### **Mosquito Control Program:**

The comprehensive mosquito control program was conducted for the twentieth straight year. Treatment of wet areas and catch basins and surveillance activities began in April and continued until October. No positive batches of mosquitoes were detected in Salem for West Nile Virus and Eastern Equine Encephalitis in 2020. Aerial (adult) spraying was not conducted for outdoor events, such as the 4<sup>th</sup> of July celebration, as they were canceled due to the pandemic.

### **2020 Highlights:**

- Provided COVID-19 guidance and information to businesses and residents.
- No positive mosquitoes found for Eastern Equine Encephalitis or West Nile Virus.
- Collected 45 beach samples for bacterial analysis.

Respectfully submitted,  
*Brian A. Lockard*  
Health Officer

## **FIRE DEPARTMENT**

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### **Report of the Southern New Hampshire Hazardous Materials Mutual Aid District**

<div>Bruce Breton Selectman, Windham Chairman, Board of Directors</div>		<div>Chief Thomas McPherson, Jr. Windham Fire Department Chairman, Operations Committee</div>
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#### **About the District:**

The Southeastern New Hampshire Hazardous Materials Mutual Aid District's membership is comprised of 14 communities, covering approximately 350 square miles with a population of over 175,000 people. The District was formed in 1993 to develop a regional approach for dealing with the increasing amounts of hazardous materials being used and transported within these communities.

The District draws its funding from an annual assessment from each community as well as from grants and donations. The FY 2021 operating budget for the District was \$137,829. Additionally, in 2020 the District applied for and received federal grants for equipment, training, and operational expenses totaling \$117,960. This grant funding included funding for the replacement of a handheld Chemical Identifier, equipment maintenance plans and additional leak control equipment, and Haz Mat management software. The Fire Chiefs from each member community make-up the Operations Committee of the District. The Operations Committee is overseen by a Board of Directors consisting of elected representatives from each community. It is the Board of Directors who approves the budget and any changes to the bylaws of the District. The Executive Board of the Operations Committee, which consists of the Chairman, Vice-Chairman, Treasurer, Technician Team Liaison, and one Member at Large, manages the operations of the District within the approved budget. The District employs a part- time REPC Director to manage the administrative functions of the District, including but not limited to, grants management, financial management, and emergency planning.

#### **District Facility:**

The District maintains a facility in Windham that provides space to house several of its response vehicles and trailers, as well as provide office and meeting space for the REPC Director. In addition, the District is able to utilize the facility for monthly training for the Emergency Response Team.

#### **The Emergency Response Team:**

The District operates a Technical Emergency Response Team. This Response Team is overseen by one of the member community's Chief Fire Officers who serves in the Technical Team Liaison position. The Team maintains a three-level readiness response posture to permit it to immediately deploy an appropriate response to a District community's request for help involving

## **FIRE DEPARTMENT**

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### **Report of the Southern New Hampshire Hazardous Materials Mutual Aid District**

an unplanned release of potentially dangerous chemicals within their jurisdiction. While the Team primarily prepares for response to unplanned accidental chemical releases it is also equipped and trained to deal with a variety of Weapons of Mass Destruction (WMD) scenarios. The team maintains a host of specialized response equipment to deal with chemical and environmental emergencies.

The Team has undergone some changes in 2020 with the retirements of long time Team members Team Leader Michael Stanhope, Communications Specialist Robert Sprague both of whom had over 25 years of service to the Team. Haz Mat Technician Eric Hildebrandt has been promoted to Technician Team Leader.

The Emergency Response Team is made up of 20 members drawn from the ranks of the fire departments within the District. The Team consists of 5 Technician Team Leaders, 12 Hazardous Materials Technicians, and 3 Communication Specialists. In addition to these personnel, the team also includes an industrial chemist from a local industry.

#### **District Resources:**

The District's new grant funded Hazardous Materials Response truck has been received and put in service. This vehicle is the primary response vehicle and carries chemical detection and identification instruments, containment supplies, plugging, patching and intervention supplies, communication equipment, computer based and other chemical reference guides as well as chemical protective equipment. The Team's other vehicles consist of a Mobile Command Support Unit, Rehab truck, three Spill Trailers, a Technician Trailer, an Operations/Spill Trailer, a Firefighting Foam Trailer, an Air Supply/Lighting Trailer and SUV utility vehicle.

The Command Support Unit and Response Truck along with the Technician Trailer are housed in our Windham facility, while spill trailers are located in Derry, Sandown and Plaistow allowing for rapid deployment. The Foam Trailer is housed by Salem Fire. Activation of the team is made at the request of the local Incident Commander through the Derry Fire Department Dispatch Center.

The Rehab truck which serves as a firefighter rehabilitation unit is also housed at our Windham facility. This unit is available to our member departments and is equipped with refrigerated cases of water and sports drinks and has the ability to serve hot beverages. The truck is also equipped with a heated inflatable shelter to provide first responders with a place to get out of the weather. In order to remove carcinogens from firefighters as soon as possible this truck is also equipped with garden hoses and soap and brushes to assist with the decontamination of firefighters at the scene. Staffing of this vehicle is done by a team of dedicated volunteers recruited from some of the District's fire departments along with the Derry Community Emergency Response Team (CERT).

## **FIRE DEPARTMENT**

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### **Report of the Southern New Hampshire Hazardous Materials Mutual Aid District**

In conjunction with the New Hampshire State Fire Marshal's Office and with a Hazardous Materials Emergency Planning grant the District has received computer hardware and software to facilitate the management of a comprehensive database of chemical storage facilities within the District which is used for response planning and incident management.

#### **Response Team Training:**

Because of the COVID-19 Pandemic the Emergency Response Team was unable to participate in regular monthly training, however Team members were able to complete 520 hours of training. This training consisted of in person and virtual training programs covering Hazardous Materials Transportation, Computer-Aided Management of Emergency Operations, Palmtop Emergency Action for Chemicals (PEAC), Hazardous Materials Simulation Equipment, Chemical Protective Clothing, Decontamination, and leak control techniques. Due to the pandemic the New Hampshire Hazardous Materials Training Conference and the International Association of Fire Chiefs Hazardous Materials Teams Conference were both canceled this year.

#### **Emergency Responses:**

In 2020 the Hazardous Materials Team responded to 9 incidents. These included spill trailer responses for hydrocarbon fuel spills from motor vehicle crashes. Other responses included identifying unknown substances and suspicious packages, as well as requests for technical assistance for member departments where a Response Team Leader provided consultation to the fire department on the handling of an incident.

The REHAB team responded to 7 incidents including fire scenes and large-scale training events.

For further information about the Southeastern New Hampshire Hazardous Materials District please visit our website at [www.senhazmat.org](http://www.senhazmat.org)

# FIRE DEPARTMENT

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## Report of Forest Fire Warden and State Forest Ranger

This year we experienced challenging wildfire conditions which led to deep burning fires in remote locations that were difficult to extinguish. Your local fire departments and the Division of Forests & Lands worked throughout the year to protect homes and the forests. The statewide system of 16 fire lookout towers continues to operate on high fire danger days. The towers' fire detection efforts are supplemented by the NH Civil Air Patrol when the fire danger is especially high.

Many homes in New Hampshire are located in the wildland urban interface, which is the area where homes and flammable wildland fuels intermix. Every year New Hampshire sees fires which threaten or destroy structures, a constant reminder that wildfires burn more than just trees. Homeowners should take measures to prevent a wildfire from spreading to their home. Precautions include keeping your roof and gutters clear of leaves and pine needles, and maintaining adequate green space around your home free of flammable materials. Additional information and homeowner recommendations are available at [www.firewise.org](http://www.firewise.org). Please help Smokey Bear, your local fire department, and the state's Forest Rangers by being fire wise and fire safe!

Scan here for  
Fire Permits



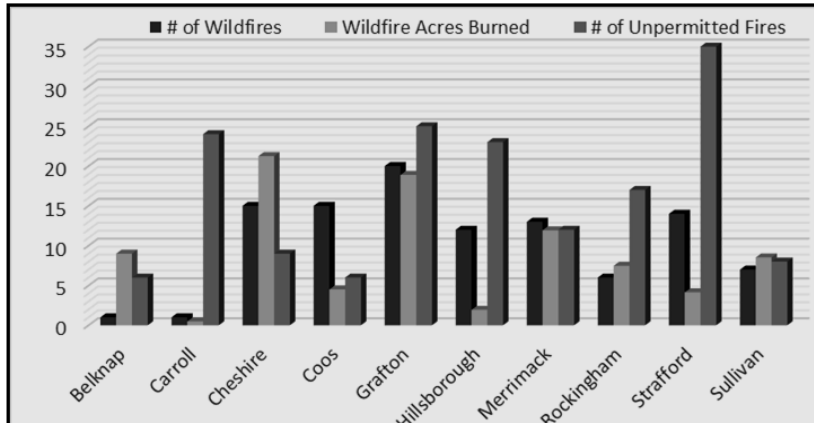
Between COVID-19 and the drought conditions, 2020 was a unique year. The drought conditions led to the need to have a Proclamation from the Governor, which banned much of the outdoor burning statewide. This, along with the vigilance of the public, helped to reduce the number of serious fires across New Hampshire. However, the fires which we did have burned deep and proved difficult to extinguish due to the lack of water. While the drought conditions have improved, we expect many areas of the state to still be experiencing abnormally dry and drought conditions this spring. For this reason, we ask everyone to remember Smokey's message about personal responsibility and follow his ABC's: **Always Be Careful with fire**. If you start a fire, put it out when you are done. **"Remember, Only You Can Prevent Wildfires!"**

As we prepare for the 2021 fire season, please remember to contact your local Forest Fire Warden or Fire Department to determine if a fire permit is required before doing ANY outside burning. Under State law (RSA 227-L:17) a fire permit is required for all outside burning, unless the ground is completely covered with snow. Fire permits are also available online in most towns and may be obtained by visiting [www.NHfirepermit.com](http://www.NHfirepermit.com). The burning of household waste is prohibited by the Air Resources Division of the Department of Environmental Services (DES). You are encouraged to contact the local fire department for more information. Safe open burning requires your diligence and responsibility. Thank you for helping us to protect New Hampshire's forest resources. For more information, please contact the Division of Forests & Lands at (603) 271-2214, or online at [www.nh.gov/nhdf/](http://www.nh.gov/nhdf/). For up to date information, follow us on Twitter: **@NHForestRangers**

# FIRE DEPARTMENT

## Report of Forest Fire Warden and State Forest Ranger

### 2020 WILDLAND FIRE STATISTICS (All fires reported as of December 01, 2020)



Year	Number of Wildfires	Wildfire Acres Burned	Number of Unpermitted Fires*
2020	113	89	165
2019	15	23.5	92
2018	53	46	91
2017	65	134	100
2016	351	1090	159

\*Unpermitted fires which escape control are considered Wildfires.

\*Miscellaneous includes power lines, fireworks, electric fences, etc.

CAUSES OF FIRES REPORTED (These numbers do not include the WMNF)								
Arson	Debris Burning	Campfire	Children	Smoking	Railroad	Equipment	Lightning	Misc.
4	22	21	4	3	1	4	10	44

# HUMAN RESOURCES DEPARTMENT

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Words that can be used to describe 2020 are unprecedented, COVID fatigue, exhausting, difficult, chaotic, and finally good riddance.

The pandemic was always at the forefront of the Human Resources Department. The goal from the very beginning of the pandemic was safety for our employees and keeping the virus from spreading in Town departments to ensure the continuation of operations. We worked closely with the Town Manager's Office, department heads, and employees to provide and follow the CDC and State of NH guidelines.

On April 1, 2020, the Families First Coronavirus Response Act (FFCRA) a new federal law to assist employers with refundable tax credits that would reimburse the employer, dollar for dollar for the cost of providing paid sick and family leave wages to their employees for COVID-19 related leave. Unfortunately, local governments were not eligible for the 100% match for tax credits which resulted in an unfunded mandate for the Town. The Town was eligible to reduce the Social Security portion of the FICA tax for employees who utilized this benefit. As allowed under this act, the Town made the difficult decision, to exempt first responders and those employees who meet the definition of first responder under the law for the additional leave. The Town expended \$17,094 in wages to employees eligible for FFCRA and received a tax credit of \$1,059.81. This does not include the additional taxes and New Hampshire Retirement cost the Town was mandated to pay.

Employees were required to quarantine due to contact exposure with someone who was COVID positive or pending COVID test result. If the exposure was a work-related exposure the employee was required to complete a First Report of Injury to the HR Department for workers compensation submission. If the employee was exposed due to a non-work-related exposure the employee may have been eligible for up to 80 hours of paid leave under the FFCRA. The FFCRA also expanded the Family Medical Leave Act which entitled eligible employees up to 12 weeks of paid leave (expanded FMLA) if they met the family COVID related medical leave requirements.

The HR Department was involved in contact tracing to keep the virus from spreading between employees along with sending potentially exposed employees for testing. The Department spent a considerable amount of time handling possible exposures, how long employees should be out of work, whether it was work related, following up with the employees and setting a plan in place for when an employee could safely return to work.

## **Workers Compensation:**

- The HR Department filed 202 injury claims during 2020 to the Town's Workers Compensation Insurance carrier Primex.
- Out of those claims = 127 were related to Covid-19 exposures
- Lost Time claims = 48 vs Medical only claims = 136
- The HR Department is responsible to submit all claims and the required documentation involved to Primex for all work-related injuries following the Department of Labor regulations. HR also handles all follow-up including submission of and completion of reports and medical forms with all involved entities throughout an employee's injury until the employee returns to work full-time without restrictions.

## HUMAN RESOURCES DEPARTMENT

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**Hiring:** Due to the uncertainty of what the COVID pandemic's impact to the Town's budget would be some positions were put on hold. The Town did move forward with essential positions but before posting every position was reviewed to determine priority. The HR Department processed over 19 new hires (including seasonal hires) in 2020.

The hiring process is a lengthy process with the focus on hiring the best candidate. The HR Department is more involved in the hiring process for some departments than others. In some cases, more than one interview is required to determine the best candidate. Some positions require a testing process to assist in the selection process or in determining skill level of the applicants for the vacancy. Both Police and Fire hold Oral Boards with numerous members on the interview team. After the interview process the following may take place before the final hiring has been approved a conditional offer, reference checks, medical exams, polygraph, physiological testing, criminal and driving record checks.

The process can be extensive but has been made more efficient by the addition of on-line forms, video links and additional access to forms on the Town website.

The following employee changes were processed in 2020:

- Fire Department hires- 5 (4 firefighters, 1 building Inspector)
- Police Department hires- 5 (3 officers, 2 crossing guards)
- Municipal Services hires- 5 (2 public works and 3 seasonal employees)
- Collections- 3 (1 part-time clerk and 1 seasonal)
- Library-1
- HR has also processed over 27 terminations in 2020: (9) were retirements (7) were seasonal employees)

The Town welcomed a new elected official Martha Breen as our Tax Collector. In addition, the Town was extremely lucky to have our former Town Clerk Barbara Lessard return to assist with the unprecedented elections.

At the end of 2020, HR currently has 7 candidates going through the hiring process. **3 Police, 3 Fire and 1 SCTV.**

### **JLMC:**

- The 2020 Joint Loss Management Committee was chaired by the HR Employee Relations Coordinator. The committee was able to meet periodically throughout the year (via Zoom). Members from the following departments participated HR, FD, PD, Library, TM'S Office, Municipal Services, Assessing & Finance. All departments were invited to participate.
- The committee shared safety and wellness ideas and reviewed upgrades made to the work environment to enhance employee safety.
- The JLMC Chair (HR Employee Relations Coordinator) worked with the Pelmac Corporation to install upgrades to the panic alarm system and added panic alarms to areas in need. JLMC member and Facilities Manager James Pacheco assisted in the project and oversaw the work completed by the Pelmac Corporation on 12/30/2020. JLMC funded this project.



## HUMAN RESOURCES DEPARTMENT

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### **Trainings:**

- HR Staff members participated in numerous trainings/meetings related to Covid-19
- Avoiding wrongful termination training
- Intro to Motivational Interviewing for influencing Change training.
- Zoom Meeting training

### **Health/Dental and Wellness:**

- The changes in plan design (2015-2018) continued to provide the Town, employees, and retirees with lower health insurance increases. The Town's rate increase for the health insurance for active employees and non-Medicare retirees resulted in a 7 % increase. Our post 65 Medicare Supplemental plans experienced a combined 4.31% rate increase. The Town's dental renewal came in at an 8% reduction in premiums.
- **Flu-Shot Clinic:** On September 9, 2020, the HR Department partnered with Rite-Aid and held the annual flu shot clinic at the Ingram Senior Center. The staff at the center were fantastic in helping prepare the space to allow for social distancing to keep participants safe during the clinic. Over 55 employees/retirees participated in the event.
- On site/In-person wellness activities (except for the flu shot clinic) were put on hold for 2020 due to the pandemic.
- Links to wellness information was disseminated to employees via email and posted on the Town's website.
- Cigna wellness provided funding to purchase air purifiers for some office spaces and defer some of the costs associated with PPE supplies that the Town has incurred.

Lastly, due to the pandemic and for safety reason our volunteer Bobby was limited on when she was able to come in and assist the Department. We thank her for all her hard work and missed her during 2020.

Respectfully submitted,

Anne Fogarty  
Human Resources Director

# HUMAN SERVICES DEPARTMENT

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The Human Services Department provides financial assistance to Salem residents as defined by NH State Statute RSA 165. Eligibility is based on need and determined each time a formal request for assistance is made through the application process. The decisions are based on guidelines adopted by the Salem Board of Selectmen. These guidelines can be found on the Human Services page of the Town of Salem web page. Assistance is provided through vouchers for payment directly to vendors for basic emergency needs such as food, fuel for heat, utilities, shelter costs, and other necessities. This Department works diligently in searching for other resources, such as State and Federal Programs, food pantries, local Outside Human Service agencies and others before Town dollars are utilized.

The Human Services Director also oversees the Outside Human Service agencies funded by the Town. These services are crucial to the families whose circumstances find them in need of help. Working with these agencies helps reduce the Direct Assistance budget. During the COVID-19 outbreak some agencies adapted to the changing circumstances and needs of our residents. I would like to highlight five of these agencies. They are as follows:

## **Boys & Girls Club:**

Mission: *"To inspire and enable all young people, especially those who need us the most, to realize their full potential as protective, caring citizens."* In 2020, the Boys & Girls Club was forced to reduce the number of children served but continued to provide care as allowed according to COVID-19 Safety Guidelines.

## **CART:**

Mission: *"To provide public transit services. The majority of riders are seniors, disabled and low-income residents."* In 2020, CART continued to provide needed transportation services to Salem residents. They made the decision to suspend fare as to help reduce the spread of COVID-19.

## **Southern New Hampshire Services:**

Mission: *"To prevent, reduce and work towards the elimination of poverty."* The Cares Act gave the local Community Action offices in the State of New Hampshire the ability to assist with mortgage and rental aid during this pandemic. They have also provided Fuel Assistance grants and Electric Assistance help.

## **Greater Salem Caregivers:**

Mission: *"To provide supplemental assistance to adults who are home bound."* Caregivers never stopped serving our Salem seniors in need. They provided shopping, rides to doctors' appointments, and were involved in wellness checks. They are always willing to assist in any way possible.

## HUMAN SERVICES DEPARTMENT

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### **Rockingham Nutrition, Meals on Wheels:**

Mission: *“To provide nutritious meals, safety and support to residents to maintain their health, well-being and independence.”* COVID-19 caused the need to make immediate changes in operation. They usually provide 130 daily group meals at the Ingram Center which were impossible to provide. They adapted to delivery of these meals. They received additional new request of delivered meals. They met all these challenges and the additional expenses of delivery and PPO cost. Seniors in Salem were provided the needed meals thanks to their commitment.

Our address is: Human Services Department  
Salem Town Hall  
33 Geremonty Drive  
Salem, NH 03079

Our hours are Monday – Friday from 8:30 a.m. to 3:30 p.m. Please call us if you need information or an appointment. You can reach us at (603) 890-2130.

Respectfully Submitted,

Barbara Riley  
Human Services Director



# MUNICIPAL SERVICES DEPARTMENT

## Engineering – Public Works – Utilities

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It is my honor to present this report on behalf of all the extremely hard working and dedicated employees from the Municipal Services Department. The year 2020 was challenging given the significant projects underway notwithstanding the effects of the pandemic. By years end over \$50 million worth of infrastructure including but not limited to water, sewer, culverts, roads, and bridges had moved closer to completion all of which will help Salem prosper well into the future. Legacy projects including the South Broadway Infrastructure Project, the Depot Intersection, the Southern NH Regional Water Interconnection Project, and the Former WWTP Remediation continued progressing through the year despite the many obstacles created by the ongoing pandemic. All things considered this report is merely a snapshot of the efforts staff put forth which is a tribute to their commitment to the community. As the Municipal Services Director, moreover a resident, I cannot thank them enough. In closing I would like to send an extended thank you from everyone in Municipal Services to the residents of Salem for their continued support.

Respectfully Submitted,

Roy E. Sorenson  
Municipal Services Director

Municipal Services is comprised of Engineering, Public Works, and Utilities which together as one department provides high quality essential services to the residents, businesses, and visitors to Salem in a professional, efficient, and cost-effective manner. The staff is comprised of forty-one full time employees including myself and three division directors that oversee a fourteen plus million-dollar operating budget notwithstanding several large capital infrastructure projects among many other responsibilities.



The divisions work together to establish dynamic communication that is consistent and collaborative, notwithstanding reducing duplication and improving efficiency. A GIS (Geographic Information System) driven work order database program is utilized for a responsible asset management and capital improvement program that will help the community prosper well

into the future. We monitor our performance and develop goals and objectives so that we may offer the best service possible to the community. We are committed to the residents of Salem and will continue to provide a level of service that everyone can be proud of. Municipal Services is at work for you.

Please feel free to call us as Maureen Sullivan – Administrative Assistant is available to answer questions and/or direct requests to the proper division.

# MUNICIPAL SERVICES DEPARTMENT

## Engineering – Public Works – Utilities

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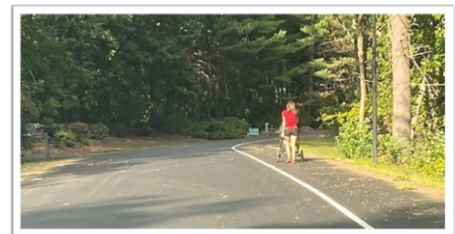
The Salem Engineering Division, located at Town Hall, is dedicated to providing high quality and prompt engineering assistance to the Town's residents, business community, Municipal Boards, Commissions, Committees, as well as other Town Departments. Our mission seeks to provide professional engineering services and cost effective engineered solutions associated with the planning, design, construction, and administration of capital improvement projects and the maintenance of Town infrastructure. The Engineering Division provides a variety of functions and services related to municipal matters including permitting and subdivision/site plan technical review.

The Engineering staff for 2020 included Jim Brown - Senior Engineer, James Danis, PE – Capital Projects Engineer, and Lyndsay Butler, PE – Project Engineer. The Engineering staff played a crucial role in supporting the other divisions particularly with the Southern NH Regional Water Interconnection Project and the new road at the Transfer Station.

### **The Engineering Division was involved in the following major activities in 2020.**

- **Road Stabilization Committee** – The 10-Year Road Program was supported overwhelmingly during the public vote and continues to be a top priority for asset management. Development is based on a pavement management principal and/or data driven by PCI (pavement condition index) which is a tool used to rate the condition of the road and the proper method of rehabilitation if required. James Danis was the lead engineer in 2020 for design, construction, and administration of the reconstruction section of the program. The program is designed to maximize efforts for a responsible and feasible road program. The Committee is comprised of myself, Selectman Mike Lyons, and Capital Project Engineer James Danis, including professional support from GIS Coordinator John Vogl and Dave Wholley - Public Works Director conducted interactive meetings throughout the year to develop the 2021-2030 Road Program which was adopted by the Board of Selectmen in December.

- **Woodmeadow Drive Road Reconstruction Project** – The entire length of Woodmeadow Drive (approximately 4,000 linear feet) was reconstructed during the 2020 construction season. Work involved comprehensive storm drain improvements, excavation of the old roadbed, grading, and repaving. The section directly adjacent to School Street was completely boxed out with new placement and compaction of new foundation gravels. The sidewalk that had fallen in disrepair was removed and the road widened to accompany a multiple use path for both pedestrian and bike movement. As part of the work the sidewalk that connected to School Street was kept and reconstructed to meet ADA standards. All work was completed by the end of October.



## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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- **Industrial Way** – As part of the Road Program, industrial and/or commercial roads would be added one per year beginning in 2017. Industrial Way was the fourth road as such completed in 2020. The work involved reconstruction of approximately 2,750 linear feet of roadway by removing the old pavement, re-grading, and stabilizing the base. Roadway shoulder work included bituminous berm realignment along with driveway aprons and hydrant relocations.

- **West Duston Neighborhood Project** - The Town approved Article 9 in the amount of 1.6 million dollars for the water, sewer, and road improvements to the West Duston Road neighborhood which included Community Street, Lakeview Street, Lakeside Street, and McGrath Street. This project was originally part of the Canobie Lake Area Improvements Plan which was developed in the early 2000's but could not garner town wide support. The onset of failing septic systems around the public water supply and programmed road reconstruction necessitated the project which included the extension of water main and drainage upgrades. The project which encompassed three respective master plans came in under budget and on schedule. The full road reconstruction and paving along with over 80 water and sewer services combined were completed by late November.

- **Plaisted Circle** – This road was reconstructed including removing significant ledge to realign the road and cut down excessive topography within the cross section. Work included pole relocations and new drainage improvements that meet current EPA/NHDES stormwater regulations. Most of the circle itself was gravel and there were major concerns with runoff into the abutting Captains Pond causing impairment issues. The project was a year in the making requiring several public meetings as residents worked with the Town to develop a proper layout which involved extensive shifting within the right of way. As part of the contract award the concrete pipe culvert under Hooker Farm Road at Plaisted Circle that failed during December of 2018 was reconstructed.



- **South Broadway Sewer, Water, & Bridge Improvements** – This project was completed after two years of complex work in a perhaps one of the busiest corridors in New Hampshire. In 2018 the residents of Salem approved 12.65 million dollar warrant article for the major infrastructure improvements which were in the critical stage of their asset life. The project included sewer, water, and bridge replacement along an approximate 1.5 mile stretch of South Broadway between Main St. and Cluff Crossing Road with some water main replacement extending up parts of Main Street east of





## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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the Depot. Work began with the replacement of approximately 7,700' of aging sewer main (mostly 24" sewer, 40 service connections) notwithstanding some of the deepest (20 feet deep) sewers in Town. The new sewer interceptor re-routed sewer flows away from Main Street and Granite Avenue which had a history of surcharging and backups. Similarly, 7,700' of water main (mostly 12" water, 33 service connections) was replaced which had a history of breaks causing major disruptions to water service and roadway infrastructure. Some of the replaced water mains were more than 100 years old. The undersized and deteriorating box culvert under the road by Westchester Drive was replaced with a robust 12' span bottomless arch bridge to reduce flooding in that area. The bridge replacement/enlargement was recommended as part of a flood study performed by Tighe and Bond. The bridge was designed to accept flows out falling with Policy Brook floodplain improvements on the adjacent Tuscan Village Site. The project faced many engineering challenges including on-going dewatering via well points throughout the process. Multiple easements had to be secured to realign and reconstruct the new bridge which replaced the undersized box culvert. The success of the project was due to the high level of collaboration achieved between the Town of Salem, Underwood Engineers, DeFelice Construction, property owners, Town residents, NHDES, and other Town consultants. Private utilities including a major fiber network duct bank had to be relocated and realigned at the new bridge. All of this was constructed down the middle of one of the Town's most important travel and commercial corridors notwithstanding busiest road in Town (28,000 vehicles per day) and crossing three major intersections. By mid-summer, the project was completed and came in on time and under budget. Funding the project included NHDES State Revolving Loan Fund low interest loans and NHDES State Aid Grant. The Town has applied to receive up to \$1M in State Aid Grant to help offset the cost of the sewer improvements.

• **Projects in Design** — Staff is working on final engineering and design for the culvert replacements at Main Street and at South Broadway stream crossings as part of a long-term plan to mitigate flooding along Policy Brook and its tributary areas including Main Street corridor by Central Fire. The Town of Salem has historically been impacted due to flooding events caused by undersized structures resulting in road closures, property damage, and delayed emergency response times. Structural integrity of the two structures is severely compromised further defining the need for replacement. Another project in final engineering and design is the replacement of the Bridge Street Bridge which was built in 1900. The bridge was widened in 1959 and carries an annual average daily traffic of 5,776 vehicles per day. The deck, superstructure and substructure are in poor condition per the National Bridge Inspection Standards. Roadway projects including the Main Street and Pleasant Street Intersection, Mall Road and Pleasant Street Intersection, and Pleasant Street corridor to the Rockingham Mall were being finalized.



## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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- **Depot Intersection Project** — Land acquisition, building demolition, utility relocation, and final design for the reconstruction of the Depot intersection was completed in 2020. The intersection of Broadway (NH Route 28) with Main Street (NH Route 97), otherwise known as the Depot Intersection, has been plagued by traffic congestion and delays for many years notwithstanding the highest vehicle crash rate of any intersection in Salem. In 1995 the Town and New Hampshire Department of Transportation (NHDOT) partnered to present the Depot Intersection Reconstruction Project to the Federal Highway Administration (FHWA). The project was delayed several times but finally came to fruition in 2020 thanks to the hard work of staff to meet the FHWA



deadlines. The buildings taken through the right of way process were demolished and made way for road widening to the west to add dedicated turn lanes on RT 28 to access Main Street. A major portion of the work done in 2020 involved utility relocation. In March, Unittel (natural gas) connected its main line gap on the Main Street corridor through Broadway crossing the Rail Trail to allow for a more efficient looping system. All power poles owned by Liberty Utilities within a 350' radius of the intersection were removed as part of the project. Communications lines, including the Town of Salem fiber assets, were relocated underground in duct banks. The private communications companies (Comcast, Consolidated Communications, Crown Castle, First Light and Verizon Business) partnered with the Town to construct a duct bank system to be shared by all parties. Work started in June and continued through the end of the year. Final design of the project was completed, and the road reconstruction was bid and awarded in November with work to begin in early 2021.

- **NPDES Phase II Small MS4 General Permit** – In cooperation with the Division of Public Works, the Engineering Division coordinates and oversees the Town's Stormwater Management Program (SWMP) to ensure compliance with the National Pollutant Discharge Elimination System (NPDES) Small Municipal Separate Storm Sewer Systems (MS4) General Permit. Implementation of the SWMP in Year 1 of the permit term included activities such as: developing written documents outlining plans for the SWMP, Illicit Discharge Detection and Elimination (IDDE) Program, Chloride Reduction Plan, Infrastructure Operation & Maintenance (O&M) Plans; updating stormwater system maps; priority ranking stormwater system outfalls and catchments for inspections/investigations; developing and distributing public education materials; providing opportunities for public participation in stormwater management; performing and logging good housekeeping tasks (e.g. catch basin cleaning and street sweeping); and preparation and filing of the Year 1 Annual Report. Staff continues to implement the Town's SWMP through on-going activities. The Town was subject to an audit by EPA in 2020 in which current practices were examined and found to sound with limited deficiencies. Activities for the year included: updating



## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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the Town's stormwater regulations to better align with MS4 General Permit requirements; development of written procedures for several stormwater management at Town-owned facilities; development of Stormwater Pollution Prevention Plans (SWPPPs) for Town-owned facilities, where a SWPPP is required; begin dry weather screening/sampling of outfalls; and begin catchment investigations.

- **Former Wastewater Treatment Plant** – The Town received bids for demolition of the basement structure of the previous main operations building that was abandoned in place in 1986. The main structure was demolished in 2017 as part of the major site clean-up. The Board of Selectmen approved funds through the Sewer DBA for work to begin in 2021. Environmental assessment efforts continued for soil remediation throughout 2020 with the focus on subsurface investigation limits which included extensive soil sampling to develop a conceptual site model to be evaluated for bidding in early 2021.



- **Subdivision and Site Plan Review** – The Engineering Division performed technical review of 604 submissions related to subdivision and site plan projects. Among those were plans for the Tuscan Village redevelopment of the former Rockingham Park.

- **Permits** – The Engineering Division issued 279 permits for Street Openings, Sewer and Water Connections, Driveways, and Gas Services. Engineering also participated in the review and sign off on 1,124 Building Permit Applications and Certificates of Occupancy.



The Division of Public Works Division (DPW) is located at 21 Cross Street and is dedicated to providing high quality and prompt assistance to the Town's residents, business community, visitors, as well as other Town Departments. The primary function of the Division of Public Works is to provide municipal services including but not limited to snow and ice removal, stormwater drainage, vehicle fleet maintenance, facility management, improvement and maintenance of roads, sidewalks, and public property as well as care of parks and cemeteries. Public Works is the largest Municipal Service Division comprised of four sections including Streets, Fleet, Solid Waste, and Parks/Properties. Public Works is comprised of twenty-one full time employees and directed by Dave Wholley who oversees day-to-day operations including snow events. The hardworking dedicated staff are available and provide municipal service when called including working nights, weekends, and holidays including extended hours during emergency operations.

## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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**The Public Works Division was involved in the following major activities in 2020.**

- **Street Section** – The mission of the Streets and Shops section is to effectively maintain the towns roadway infrastructure for the safest possible travel while being cost conscience and efficient. A primary responsibility of this section is to execute the town Winter Emergency Operation Plan. Outside the winter season this section performs the routine maintenance of the drainage system, roadside mowing and brush clearing, pavement markings, street sweeping, street signs, pot hole patching, turf management at all ball fields, parks and town buildings, roadside litter control (3.26 tons), traffic light signalization, 35 miles of sidewalk maintenance, setting up and breaking down of voting booths, grading 28 gravel roads twice annually, hazardous tree removal and responding to work order calls from the general public notwithstanding routinely assisting other sections from within the division. Streets and Shops is one of the largest sections and contributes across the division on special projects. The staff includes Joe Feole – Street Foreman, Geoff Benson – Street Foreman, Eric Becker, Mike Stickney, Matt Waldron, Rick Lessard, Curtis DiGiovanni, William Willette, and Jason Bourne. Darrell Bible retired during the year and we thank him for his service and wish him well.

The winter season included 26 primary salting operations, 13 secondary salting operations and 7 plowing operations to handle the total season accumulation of 46 inches of snow which was the same as 2019. We used 5,059 tons of salt, 542 tons of sand, and 8,000 gallons of liquid calcium for snow and ice control. Similar to the previous year the storms were small in nature but quite time consuming requiring excessive treatment and lasting over many days. First storm arrived December 1, 2019 with 9 inches of snow, also the largest storm of season, and the last storm came on March 24, 2020.

There were over 1,979 work orders completed over the year predominately for maintenance including the yearly programs such as street sweeping, signs, and catch basins. Catch basin cleaning completed its neighborhood program by cleaning over 1,600 catch basins which included jetting out plugged drain lines particularly the Shannon Road area and Route 28. Public Works was busy over the year replacing and reconstructing many failed drainage lines and catch basin structures within the Town. Over 25 catch basin and manhole structures that had become compromised or failed were repaired by staff. Two large repairs that required immediate attention and extensive work were on Cross Street and South Broadway. Many of the compromised structures being identified include failing concrete along with corrugated metal pipe that has corroded causing major sinkholes in the pavement.



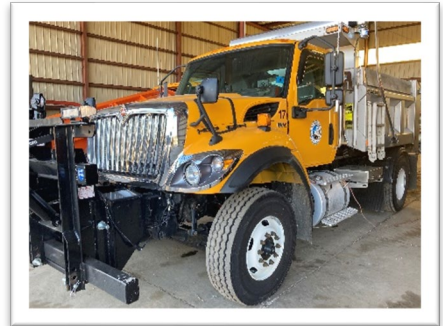
## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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Public Works along with Engineering administered and managed the annual Road Stabilization work which involved mill and overlay of approximately 25,000 linear feet of Town roads, including Shannon Road, Camelot Court, Colleen Drive, Hawthorne Avenue, Birch Hill Road, Birchwood Road, Hutch Road, Trina Road, Bagnell Avenue, Emery Road, Durham Street, Clifton Avenue, Henderson Circle, Dyson Drive, and Maple Place. Staff also administered the annual crack sealing program.

- **Fleet Section** - The mission of the Fleet Section is to properly maintain and inspect all town vehicles for the Municipal Services Department and Town Hall vehicles in a cost-efficient manner. The responsibility this section is tasked with requires ensuring that front line emergency response equipment stays up and functioning during the course of town wide snow emergencies, water main breaks, and floods among other things. Fleet staff will also respond to vehicle/equipment breakdowns in the field to ensure that downtime is kept to a minimum which helps the department maximize project efficiencies. The Fleet section manages the inventory including preventive maintenance, repairs, deferment, and capital replacement through the VueWorks asset management software that sets critical life values and depreciation. The Fleet Section is led by Chief Mechanic Ryan Pike and Mechanic Joe Goodhue.



Some of the more routine equipment maintenance requires this section to ensure that all vehicles and equipment (60 plus) receive thorough inspections at least once per year in accordance with the State of NH Department of Transportation (DOT) specifications. In 2020 there were over 350 repairs performed along with 79 preventive maintenances. Fleet replacement included two large 6-wheel dump/salter trucks, D-17 & D-13, into Streets & Shops. Funding support for D-13 was done through acceptance of a State of N.H. DERA Grant (Clean Diesel) for the sum of \$47,500. A new pick-up 4x4 was purchased for Fleet and two large mowers were replaced at the Cemetery.

- **Solid Waste Section** - The mission of the Solid Waste is to provide oversight of the solid waste received at the transfer station generated by the town's residents, private haulers, and the operation of the municipalities business and projects. The transfer station is designed to receive solid waste, recyclables, brush, leaves, white goods, clean scrap metal, propane cylinders, electronic waste, waste motor oil, CRT's, and batteries. Foreman Dave Cantor monitors the operation including the contracted services to assure that all visitors to the Transfer Station are permitted while providing direction and guidance for the disposal of various items. In 2020 we collected 10,167 tons of solid waste and 2,270 tons of recyclables both of which were



## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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up significantly mostly due to the pandemic perhaps as more people were home cleaning. The recycling market continued to struggle given the restrictions globally on the commodity. Another 34 tons of E-waste and 518 tons of scrap metal were received at the facility as well. A major project that was completed at the Transfer Station was the relocation of the entrance, road, scale house, and scale. The design and layout were done by the Engineering Division with the objective to alleviate traffic issues on Shannon Road.

- **Parks/Properties Section** - The mission of the Parks and Properties section is to ensure all public grounds, parks, play fields, buildings, historic structures, and cemeteries are open and safe for use to the public year-round; as well as provide the highest level of professional interment services at all the cemeteries within the Town of Salem. This section is led by Foreman James Pacheco, Foreman Greg Minnon, along with Will Rock, Bill Simone, and Custodian Mike Adams.

The primary function of this section is to perform professional burial services at the town cemeteries for the residents. Maintenance of these cemeteries is extremely time consuming for preservation, lawn mowing, weed trimming, tree pruning, flower planting, Memorial and Veteran Days celebrations, snow plowing, leaf blowing/raking and responding to residents concerns while enforcing cemetery ordinances and rules. This section also administers facility oversight of the Town Hall, Court House, Depot Train Station, Historic Buildings, Parks Building and Pine Grove Cemetery for all maintenance issues including HVAC systems, lighting, sidewalks, parking lots, lawns, irrigation systems, fire and burglary systems, cleaning, and general upkeep. Maintenance of Michelle Memorial Park, Hedgehog Park, Palmer School (field), and the Linwood Ave playground are also part of the operations with turf management, tennis courts, and facility operating needs. Another important duty is management of election polling station set up of which all DPW personnel are used. Staff also assists moving items for various charities during the holidays, recreation supplies for camps, and files during year end.



This was one of the busiest years for Parks and Properties with an abundance of work and projects performed notwithstanding handling operational issues related to the Pandemic and preparing for the elections. The year got off to a rough start as the boiler for Town Hall had to be replaced. Emergency measures were put in place at the facilities including adding drop boxes for town business at the onset which forced many of the buildings to be closed to the public. Town Hall and other municipal buildings were retrofitted with glass partitions and crowd control measures to help mitigate potential spread of Covid-19 once the buildings opened back to the public. A tent was rented and installed outside of the Town Hall for election business to keep the number of people entering the building low. For election day voting booths were set up with plastic dividers, hand sanitizing stations, pop up tents, and countless supplies of personal protective equipment for the public. All the protective measures put in place were funded through the State.



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This year we were able to replace the roof and paint the gazebo at the common. The beautiful solid oak doors at the train depot were refinished and renovation of the bathrooms at the Museum began by years end. These projects could not have been completed without the help of the Historical Society and the Greater Salem Contractors Association.

Cemetery expansion in the back section was put on hold due to the Pandemic with work to resume in 2021. Mapping efforts continued with help from GIS to create an electronic inventory that will be made available to the public for grave locations. The new cremation only area was opened, and lots were sold to the public. Overall, there were 58 burials, 57 cremations, and 36 new burial lots sold during the year.



The Utilities Division is located at 161 North Policy Street – Canobie Lake Water Treatment Plant (WTP). Our mission is to work diligently to provide cost-effective reliable water and wastewater distribution services to the customers. We are committed to customer service including providing ample safe drinking water for domestic use and firefighting requirements that complies with all state and federal water quality standards. Similarly we will ensure the most efficient waste system including pump stations and force mains that collect and transport the Town’s wastewater to the Greater Lawrence Sanitary District (GLSD). Utilities is committed to providing high quality service while maintaining and evaluating our systems to ensure efficiency and reliability. The Utilities Division is comprised of three sections: Distribution, Systems, and Meters. This past year Fred Wallace was promoted to Utilities Director and manages a staff of 12 full time employees. As part of his many duties, he is also the Primary Water Treatment Plant Operator.

The Town’s drinking water is supplied by Canobie Lake from the months of May through October then transfers to Arlington Pond for the colder months or October through May. On June 15<sup>th</sup>, the new Regional Line was placed into service offering Salem an additional reliable source that had been sought for decades. 2020 was challenging due to extreme drought conditions and heavy demand for water as above normal temperatures in June combined with the lack of precipitation resulted in Mandatory Water Restrictions. Bu July Regional Line water was flowing over 300,000 gallons per day to Salem to supplement the supply and offset the demand caused by the drought while keeping Canobie Lake at sustainable levels per the Town’s Water Management Plan. Water production dropped off to normal levels by October and Canobie Lake hits it low point of 215.94’ MSL before switch over to Arlington Pond.

## **MUNICIPAL SERVICES DEPARTMENT**

### **Engineering – Public Works – Utilities**

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#### **Southern NH Regional Water Interconnection Project (SNHRW)**

On June 15, 2020 drinking water from Lake Massabesic in Manchester NH flowed into Salem's distribution system marking an historic event. The SNHRW project is the single largest water supply initiative ever undertaken in New Hampshire and included the creation and execution of a groundbreaking intermunicipal agreement between the seven regional partners. It was conceived to address contamination of private and public water supply wells by methyl tert-butyl ether (MTBE), a gasoline additive that had gotten into the groundwater from leaking underground storage tanks at gas stations. Looking for a long-term regional solution vs. a town-by-town solution, seven towns and two private utilities partnered together in the public's best interest: Manchester (Manchester Water Works, MWW) Derry, Windham (Pennichuck East Utility, PEU), Salem, Atkinson, and Hampstead (Hampstead Area Water Company, HAWC), and Plaistow. Decades of research, concepts, and studies had finally culminated through the implementation of a regional water supply project that would connect the existing community water systems and improve access to drinking water for the regional stakeholders. The project was performed under an aggressive timeline for completion with the goal of flowing drinking water from Manchester to Atkinson by mid-June.

As Municipal Services Director I was involved in the initial study performed to supply drinking water to southern tier NH towns that had been impacted by contamination and supply issues. Salem along with the engineering firm Weston and Sampson, Jeff McClure – Engineering Team Leader, studied impacted areas and best ways to alleviate those affected communities. Salem played a key role in the project because of its sound distribution system that could wheel water through and to those surrounding neighboring towns. The source water from MWW was stable and had sufficient supply on hand moreover was developing additional sources with a radial well at the Merrimack River. With those pieces in place Governor Sununu and State Senate President Morse spearheaded a regional initiative with funding support for construction provided by the New Hampshire Department of Environmental Services. The monies were from a major lawsuit levied by the State against Exxon Mobile Corp for its role in MtBE contamination found in drinking water wells. The project will supply 3.12 million gallons per day of drinking water with Salem allotted 1.5 million gallons per day.



Lyndsay Butler was the Lead Project Engineer for the Town of Salem including permitting, plan review, construction oversight, and administration. Her work included working with the neighboring Town of Windham officials that do not have an engineering or water utility. Butler ensured that the new water main to be owned by Salem that was in Windham was properly constructed and placed accordingly in the NH Department of Transportation right of way. Fred

## **MUNICIPAL SERVICES DEPARTMENT**

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Wallace was advanced technical support for methods and means of construction along with Butler to ensure all work in the field was done properly. Wallace is also the primary water operator for Salem and was integral in calibrating the flow and properly adjusting chloramines (chemical disinfection) through the first PRV station at the Windham/Derry town line. The Utility Division Staff all contributed immensely seeing the project through many different challenges such as the pandemic, water chemistry, flow rates, sampling, and flushing.

Project design, engineering, and construction included:

- Approximately 14,000 linear feet of 20-inch transmission water main along Rockingham Road (Route 28) from the intersection of Route 28 and Goodhue Road south of the Derry-Windham town line to the intersection of Rockingham Road (Route 28) and Route 111 in Windham;
- Approximately 2,200 linear feet of 16-inch water main in Rockingham Road (Route 28) from the intersection with Route 111 in Windham to the Windham-Salem town line;
- A meter station including pressure reducing valve (“PRV”) and chemical feed system located adjacent to Rockingham Road (Route 28) in Windham on Northland Road, on land leased from the Town of Windham;
- Approximately 4,500 linear feet of 12-inch water transmission main to be located along Route 111 from the intersection of Rockingham Road (Route 28) to the west side of the intersection of Route 111 (Indian Rock Road) and Route 111A (Range Road) in Windham.
- A meter station, including PRV on Rockingham Road (Route 28) in Salem near the Windham-Salem town line;
- Approximately 650 linear feet of 16-inch water main in Rockingham Road (Route 28) from the Windham-Salem town line to the existing Salem water system; and
- Approximately 1,100 linear feet of 12-inch water main in Shannon Road and Westside Drive from the terminus of the existing Salem water system in Salem to the new HAWC meter station.



The project could not have become the celebratory success without effective communication across all parties involved, which included the New Hampshire Department of Transportation, NHDES, other state agencies, and multiple towns and contractors.

## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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**The Utilities Division was involved in the following major activities in 2020.**

- **Distribution Section** - Our mission is to provide safe, accessible, reliable, and sufficient water supply to our customers as we are the responsible custodian of the distribution system that delivers a potable source for drinking, but also ensures ample supply for fire protection purposes. This section services over 7,700 homes and businesses in Salem per the water distribution system. Over 2.4 million gallons of drinking water per day on average (20 year historical) flow from the water treatment plant and is distributed through the town in its vast network of pipes. The infrastructure must be always operative as it serves potable water to a significant portion of the town and provides water for public safety and firefighting. The current infrastructure varies in pipe material and age which can cause unexpected emergency breaks that will need to be fixed throughout its life. Major improvements have been identified through a master plan that improve the network alleviating water age, regulating pressure, and creating redundancy. Staff is responsible for the maintenance and repair of over 140 miles of water main including 1,750 valves and 932 fire hydrants and also provide technical review for new developments. This section is led by Foreman Scott Witkowski along with Rusty Gosselin, John Hackett, Tom Donahue, and Kyle Fox.



Substantial effort was required to fulfill the “Dig Safe” law requirement with our locating and marking water lines for over 1,738 regular and 71 emergency Dig Safe requests. In 2020 emergency water main repairs were made to 18 failures, 10 service leaks, and nonemergency repairs made to numerous shut off valves and 25 fire hydrants. Over 1000 hours were invested in the flushing, maintenance and repair of hydrants. The Spicket Hill Tank was also drained and cleaned during the autumn months. The Route 28 water main replacement from the Depot to Willow Street and Main St/Depot through Pleasant Street was completed early in the year in preparation for the major roadwork. Over 3,000’ of new water main were inspected, tested, disinfected, and flushed as part of the many public and private projects through the year.

- **Systems Section** - As a utility service provider our mission is to operate, maintain, plan, and develop the Town’s water and wastewater systems and ensure all work is performed in accordance with State and Federal Permit Requirements and Regulations. We will responsibly treat, store, and distribute water to meet the social, health, economic and environmental needs of the community in a cost efficient manner. Similarly we ensure that the wastewater system including pump stations and force mains which collects and transports the Town’s wastewater to the GLSD is sound and operating effectively. Staff includes Foreman Jeff Young, Operator II Jacque Sandner, and Maria Poor - Chemist at the WTP which once again qualified for NELAC (National Lab Accreditation) certification this year. All State and Federal Drinking Water standards were met or exceeded and within compliance this past year.



## MUNICIPAL SERVICES DEPARTMENT

### Engineering – Public Works – Utilities

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The Water Treatment Plant produced over 987 million gallons of water in 2020 for an average daily production of 2.7 million gallons per day which was up from 2.4 million gallons in 2019. Along with the WTP, the Utilities Division also operates and maintains two water booster stations and the Arlington Pond Pump Station which had the concrete floor scraped and repainted. Three dam locations are also monitored in order to maintain established levels in their respective water bodies. A major addition to the System's Section was the new infrastructure put online by the Regional Water Project including the two PRV stations. The PRV station on Northland Rd in Windham is equipped to boost chloramine and pH residuals to ensure proper disinfection as water enters Windham from the Derry water system. The second station is located on North Broadway just north of Range Road and referred to as the Canobie Station. This station houses the flow control valves which regulates the flow of water from Derry through Windham and into Salem. Water is wheeled through Salem's distribution system and connects to the HAWC system on Westside Drive in Atkinson by the town line. Water supply is critical to the health and well-being of our community and production of safe drinking water remains our number one priority.



As for the wastewater system, responsibilities include the maintenance and repair of the collection system which is approximately 60 miles of piping, hundreds of manholes, and 10 pumping stations located throughout the community. The sewer system delivers 5 million gallons of flow on an average daily basis with peak hourly counts reaching 14.5 million gallons to the GLSD. The I/I (Inflow and Infiltration) program continued with smoke testing relining of the sewer main along in the Haigh Avenue neighborhood that was identified in the Sewer Master Plan. This work was done in advance of programmed road reconstruction in the coming years.

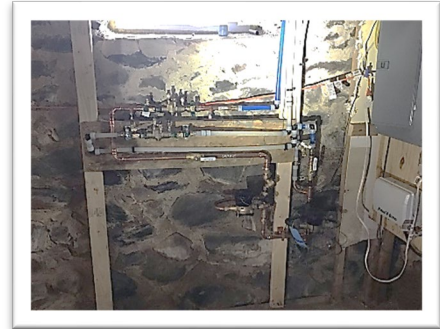
- **Meters Section** – Our mission is to ensure that all water meters and backflow devices are functioning accurately and inspected in a timely fashion for our customers. A water meter is a device that measures how much water you use and is similar to an electricity or gas meter. We use readings from the meter to calculate how much to charge you for your water and sewerage usage if applicable. The Town experienced continued significant development in 2020 with the Tuscan Village which required new metering and cross connection controls. This section is led by Acting Foreman Luis Armas along with Pete Parrino, Kelly Demers, and Andy Ramos.

## **MUNICIPAL SERVICES DEPARTMENT**

### **Engineering – Public Works – Utilities**

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The Town's system includes automatic meter reading technology that saves labor time, prevents recording errors, and more importantly identifies leaks and/or excessive usage by analysis of data collected. We can also generate an hourly report for any customer showing use throughout the day. The real time information will help the consumer with conservation by showing how much water is used during specific times of the day so they may adjust daily routines such as lawn watering. Along with the responsibilities of maintaining the meters, staff is also responsible for administering the Cross Connection Prevention Program. Our certified testers completed the inspection and testing of 2,689 backflow prevention assemblies. These devices are vital to the protection of our water system from backflow and/or potential contamination. There were 156 new devices added to the inspection schedule.





Support

# 2020 Year End Review

## CHALLENGES FACED:

- ◆ Pandemic
- ◆ Hiring freeze
- ◆ Death of a beloved Officer
- ◆ Black Lives Matter Rally
- ◆ Cyber Attack (no computers 12 days or telephones 3 days)
- ◆ Exorbitant increase in cost of personal protective equipment
- ◆ Cancellation of need assessment for a new facility
- ◆ Shift in focus to decontamination/sanitization
- ◆ Potential riots/looting
- ◆ Burst water pipe to K9 building
- ◆ No Animal Control Officer 4+ months

## A Message from Chief Dolan

Goodbye, 2020. I am sure many will share that sentiment as we move onto 2021. While we will experience the societal and economic impact for some time, as an agency we are looking forward to moving forward in 2021. 2020 delivered unprecedented challenges to the police department. A worldwide pandemic ravaged the area which caused us to change our daily operations often several times throughout a single day. Salem was not immune to the nationwide demonstrations demanding change to the criminal justice system. We suffered a sudden loss of a valued and respected member of our agency and we began the challenging process of becoming a nationally accredited law enforcement agency.

Overall, we saw a noticeable decline in calls for service and arrests. This is in large part to the COVID 19 pandemic which began in March. For several months stores and restaurants closed, and many residents sheltered in their homes and began to work remotely. These factors, among others, caused our calls for service to plummet. While we experienced a decline in some calls unfortunately, we experienced an increase in serious calls such as domestic disturbance, substance abuse, mental health crisis, and disputes.

The onset of COVID posed challenges never experienced by the Salem Police Department. We quickly found ourselves, along with the rest of the region, struggling to find personal protective equipment (PPE) and cleaning supplies. The department did have some in stock which were typically utilized for hazardous crime scenes. The process of donning PPE on every call was a change in mindset and practice which took some getting used to. We installed a video doorbell and lock in our lobby to minimize public access. The department also instituted online reporting and allowed officers to handle minor calls for service over the telephone. As the pandemic continues, we are constantly seeking ways to provide exceptional service while minimizing the risk of exposure to our officers and the public.



# Transitioning Towards National Best Practices



On Memorial Day 2020, the world witnessed an unspeakable act of excessive force by an officer in Minneapolis. This act, on an otherwise quiet Monday holiday, created a wave of protests and demonstrations throughout the country. Salem was not immune to demonstrations and protests. We worked closely with organizers and demonstrators alike to ensure a safe environment existed for citizens to peacefully voice their opinions. We will never infringe on the basic human right of free speech as it is one of the foundations of our country. What we cannot condone or tolerate is the wanton destruction of property and senseless acts of violence.

Days later the police department received credible information of potential looting and destruction of property in Salem following protests in neighboring cities. During this time, we worked closely with our local and state law enforcement partners as well as the New Hampshire National Guard to prevent any damage or loss of property in town. By all accounts we were successful in keeping Salem safe and secure.

July was a busy month for the Salem Police Department. In July, the department suffered the sudden and unexpected loss of a widely respected member, Michael Kelly. Mike was a 25-year veteran who rose through the ranks and retired as a lieutenant. He then stayed on as a part-time officer while he worked full-time for the Merrimack College Police Department. Mike was the first officer to receive both the police officer of the year and detective of the year recognitions. Mike's passing reminded us all the physical and emotional toll this profession can have on a person. We have worked diligently to expand our Critical Incident Stress Management team and now have four members. COVID related issues have slowed our planned expansion of this team and minimized training opportunities.

July also brought change to the senior administration of the police department. We said goodbye to Administrative Chief Brian Pattullo. Chief Pattullo had been with us since December 2018. Chief Pattullo provided calm leadership in the wake of a critical audit of the police department. Upon his departure I was honored to be named Acting Chief. Captain Shane Smith, a lifelong Salem resident, was promoted to Deputy Chief and Lieutenant Jason Smith (no relation) was promoted to Captain.

The Salem Police Department has partnered and entered a national accreditation process with the Commission on Accreditation of Law Enforcement Agencies (CALEA). The process will take up to three years until we achieve the distinct honor of accreditation achieved by only 5% of agencies nationwide. The process will completely overhaul our policies and procedures bringing them in line with the best and current practices in law enforcement.

Our Community Services Unit had to cancel many popular events this year and delayed the public roll out of a new program. The annual National Night Out, Salem/Windham Day at Canobie Lake Park, and the 11th annual presentation of the Citizens Police Academy were all postponed until 2021. While we had originally rescheduled some of these events, the pandemic just proved too dangerous to safely conduct these events. We missed connecting with our community but are committed to bringing these programs back better than before. We are also excited to begin our RAD self-defense program. Follow us on Facebook, Twitter, and Instagram to learn when these programs will be offered.

We sadly said goodbye to our Animal Control Officer Corie Bliss. Corie achieved her dream job of teaching at her alma mater where she will share her extensive knowledge in animal care. While she may not be in the building daily, we are fortunate she chose to stay on as a part-time officer. Our new Animal Control Officer, Elena Bennet, was hired in January and has begun her training. We look forward to working with ACO Bennet for years to come.



# COMMITMENT

# DEDICATION

In addition to the promotions mentioned earlier, several additional officers also earned well-deserved promotions. Sergeants Brendan Gleason and Justin Bagley were promoted to lieutenant. Detectives Michael White and Nicholas Turner were promoted to sergeant. All promoted officers were assigned to the patrol division and have settled in well to their new roles. Officers Andrew Feole, Paige Baril, and Lucas White all earned assignments to the Investigative Services Unit.

As we continue with our hiring processes, we strive to find the most qualified candidates to fill our vacant police officer positions. This year we welcomed Lauren Cormier and Hanoi Campusano to our team. Both officers excelled during the hiring process and we are fortunate to have them working in this community. We also welcomed back Officer Stephen Keller. Officer Keller had left SPD in 2019 to take a position with the FBI. Fortunately, Officer Keller did not feel the FBI was a good fit for him and sought to come back to our agency. Not only did we gain a valuable member back to the agency, but he also now brings an abundance of federal training with him.

As we progress into 2021, we will be looking for solutions to replace the police station facility. The status of the existing police station is reaching a critical point. The existing space in a 1960's police station, cannot meet the daily demand of a 2020 active law enforcement agency. The space is not adequate to properly store evidence or to host department meetings or training. We house critical records offsite at a cost to the town and have run out of space to create specialty positions to better serve the community. The building is not in compliance with the American Disabilities Act. Over the past few years, we have been forced to pay for costly repairs of the deteriorating facility, to include a water main break, HVAC systems, roofing, and external locks are failing and have needed replacement. Lastly, we had sparks emitting from several outlets in an office area. Luckily, the room was occupied and there was no extensive damage. The next step will be to seek design and construction cost quotes to construct a facility on town owned land.

In closing, on behalf of the men and women of the Salem Police Department I want to thank the community for the overwhelming support throughout the year. From the never-ending donations of PPE, food, water, and snacks throughout the pandemic we cannot adequately express our gratitude. As many communities across the county called for defunding the police, we received calls and cards with kind words of support. I can tell you this meant more to us than you could know. It is a tough time to do this job, to put on this uniform and be vilified for the clothes on your back. We know we have the support of our community and we will do everything we can to build on that support and provide the highest level of service possible.

Sincerely,

Joel P. Dolan, Chief of Police

## EIGHT ADDITIONS:

- Three Officers
- One Dispatcher
- One Civilian
- K9 Apollo
- Two Crossing Guards

## FOUR SEPARATIONS:

- One Captain
- One Animal Control
- One Officer
- K9 Trigger





# Salem Community Television

Your source for all things Salem



## COVID-19 Impact

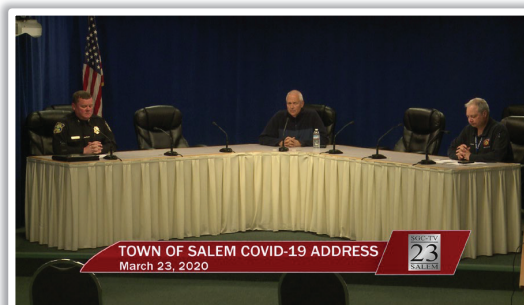
The COVID-19 pandemic quickly and drastically changed programming for Salem Community Television, nearly overnight. With capacity restrictions and closures of buildings, the station was forced to create a new workflow to televise town meetings and provide Emergency Operation Center (EOC) updates to residents. Working with board and committee chairs, department heads, the town manager, assistant town manager, Planning Department and the Community Development Department, new procedures were established within the guidelines provided by the state to safely restart town meetings, keeping business moving and the public informed.



*A Planning Board meeting is held with entirely remote participants through the control room.*

## Emergency Operation Center Updates

Twice weekly EOC updates were held beginning in March, providing Salem specific COVID-19 information to viewers over SGC 23, Facebook Live, and Livestream.com. In total more than 15 EOC updates were cablecast and streamed live, providing the latest information from town officials to residents.



*First EOC meeting of the pandemic. Pictured- Police Chief Joel Dolan, Selectmen's Chair Jim Keller, and Health Officer Brian Lockard. Fire Chief Larry Best and Superintendent of Schools Michael Delahanty were also attendees of the update.*



*Live and remote sources were used for a hybrid Salem Candidates Night. Moderator Peter Rayno hosts from the Dr. Paul O. Johnson media center while congressional candidates Annie Kuster and Steve Negrón participate from their remote locations*

## Candidates Night goes Virtual

New techniques have been implemented for most shows with interviews typically being conducted over videoconferencing software which has been integrated with our broadcast equipment. Working with the Greater Salem Chamber of Commerce, the station held two Salem Candidates Night events in a hybrid fashion, candidates were entirely brought in over Zoom, while moderator Peter Rayno operated out of the Dr. Paul O. Johnson Media Center with producer Donna Morris. The shows featured candidates for state representative, executive council, governor, and U.S Congress.

## Salem Drive Live

At the height of business closures and the stay-at-home order being implemented, Salem Community Television partnered with Salem School District Television to create Salem Drive Live. This show was a first for SCTV. Utilizing traffic, weather, and remote cameras, the station gave viewers a live look at the bare streets and shops of Salem, with live commentary throughout the route. This video will serve as an archive of the pandemic.



*Empty parking lots were a common scene at the beginning of the pandemic. This shot of the Cinemark Theater came from the crew driving around with a live camera throughout town.*



*Santa was on site at the end of the Night of Lights route to wish attendees a Merry Christmas.*

## Night of Lights Drive-Through

Salem Community Television assists Santa and the Night of Lights committee with the annual tree lighting and holiday event. This year a drive-thru event was held with Santa at the completion of the route through the Salem High School grounds in his Salem Workshop. Thousands attended, enjoying the holiday displays created under the direction of School District Media Coordinator Robert Berthel, giving a wave to Santa on their way. The over 50' tree at town hall stayed lit through the new year.

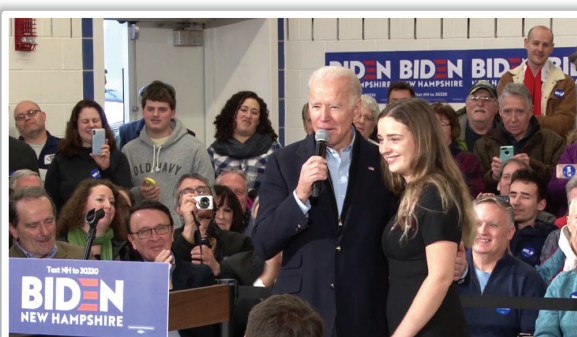


## Reverse Parade

One of the largest productions the station has annually is the Salem Holiday Parade. In 2020 the traditional parade was canceled, and instead a town-wide reverse parade was held, where residents, schools, businesses, and community organizations created their best *Christmas in Whoville* displays. Judges drove around and gave out the traditional awards. Typically a co-host of the event, Susan McLoughlin documented the reverse-parade over a three day period, capturing the holiday spirit throughout town.



*Businesses, organizations, schools, and residents throughout town decorated to the theme of Christmas in Whoville.*



*Former Vice-President Joe Biden speaks to a crowd of supporters at Fisk School. The event was carried live on Salem Community Television.*

## Drive-Up Graduation

Salem Community Television works closely with Salem School District Media/SLC6 (SSD Media), the school district's educational access station. A unique challenge, presented in 2020, was breaking from covering the traditional senior graduation on Grant Field to covering a drive-through graduation in the high school parking lot. Utilizing a mix of prerecorded and live speeches, remote controlled and manned cameras, along with a combined staff effort and LED video wall, every senior who attended was cablecast throughout town and streamed across the world receiving a diploma.

## Presidential Election

With all the news from the pandemic, it's easy to forget the highly contested democratic presidential primary that took place February 11. In 2020 alone, 4 top tier candidates visited Salem, and Salem Community Television covered their visits. Senator Bernie Sanders and former Vice- President Joe Biden campaigned the day before the New Hampshire primary at the Democratic Town Committee meeting. The station was able to carry three campaign events live in 2020, which include Senator Amy Klobuchar at Woodbury Middle School, Mayor Pete Buttigieg at Salem High School, and former Vice-President Biden at Fisk School. Salem's Primary Election Results were carried live in a late-night announcement by Town Moderator Chris Goodnow on SGC 23.



*2020 graduation production crew.*





*Arthur Berlin, one of the founding members of local access in Salem, in the original control room.*



*Production Assistant Briana Demers behind the audio board in the current control room.*

## Celebrating 50-Years On-Air

2021 will be very active for Salem Community television as the station celebrates its 50th anniversary. Since 1971, local access has been serving the Town of Salem, bringing residents content from the school, government officials, and local community members. Throughout the year SCTV will be highlighting this history with specialized content that will be shared on our channels, as well as our dedicated Local Access 50th Anniversary Facebook page. Staff will be taking a look back at the history of our ongoing series, yearly events, and work with community members and non-profit organizations in town. Salem Community Television is excited to reflect back on 50-years of broadcasting in Salem.



@salemlocalaccess

### On TV and Online

In town Salem Community Television is available on Comcast cable channel 17 and Salem Government Channel is on Comcast cable channel 23. No cable? No Problem! Viewers using Apple TV or Roku can now watch our channels live using the Screenweave app. Simply install the Screenweave app and search for Salem Community Television. Both channels are also simulcast online at [www.sctv17.com](http://www.sctv17.com) and [www.sgc23.com](http://www.sgc23.com) where Video On Demand content is also available. Live events are often streamed on Facebook and Livestream.com as well.



[www.sctv17.com](http://www.sctv17.com)



[www.sgc23.com](http://www.sgc23.com)



@SalemTV



@sctv17

## Public Access and Beyond

Salem Community Television is comprised of SCTV 17, Salem's public access channel and SGC 23 Salem Government Channel. We are dedicated to supporting citizens and local organizations in getting their message out through the use of video. Our mission is to fulfill the communication needs of the community, government, organizations, and individuals through multimedia distribution methods. All Salem residents, local organizations, and their employees are eligible to utilize SCTV's services including use of our equipment and production of non-commercial programming. We are committed to the idea that public access programming plays a vital role in keeping the town of Salem informed and up to date on all things going on in the community. The public is invited to participate in the creation of these programs.

In 2009, Town Meeting established a Revolving Fund under RSA 31:95-h for the purpose of providing public, educational, and governmental programming (PEG) and designated 100 percent of the revenue from cable franchise fees be used in support of the stations. This completed a 3-year transition to integrate SCTV into of the Town of Salem.

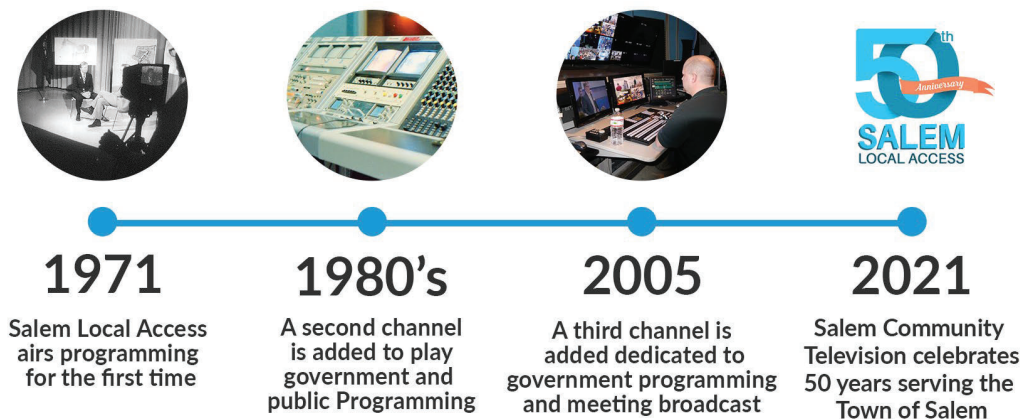


Our main office is located at the Salem High School Media Center, 44 Geremonty Dr and our telephone number is 603-893-7069 x5118.

Staff members include: Tom Giarrosso, Judy Day, Susan McLoughlin, Larry Seaman, Aaron Shamshoyan and Briana Demers.

Respectfully submitted,

Tom Giarrosso, Executive Director



# TAX COLLECTOR

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My name is Martha Breen and I serve as your tax collector having been elected March 10, 2020. I offer my appreciation to the former tax collector, Cheryl-Ann Bolouk for her years of service. She retired upon my election after having served the Town of Salem as its tax collector for the past 24 years and as an employee for 32 years.

Thank you for electing me. I have been a Salem resident for more than thirty-eight years. My professional work experience includes account reconciliation and mortgage servicing, administrative support, and non-profit fund development. Prior to my election, I was employed as the office administrator for Rockingham County Sheriff's Office, a position I held for nine years. I have also served the Town of Salem for more than twenty years in both elected and appointed positions.

As the Salem's tax collector, I am responsible for collecting real estate taxes inclusive of yield and current use as well as town utility fees for water and sewer. Utility revenue supports water and sewer operations. Real estate tax revenue provides operating support for both our town and school district as well as New Hampshire's state education fund and Rockingham County government.

The tax rate for 2020, established by New Hampshire's Division of Revenue Administration and issued in early October, is \$22.02 per thousand. This new rate was reflected in the December 2020 tax billing and represents an increase of \$.04 over the tax rate of 2019 (\$21.98).

This past year has been unique. Town Hall closed to the public for a period of time in the beginning of the pandemic. After renovations to ensure a safe workplace for both staff and public, Town Hall reopened in June with amended public hours. Drop boxes continue to be an option for those who do not want to enter Town Hall. This *new normal* is working well and I thank Assistant Town Manager William "Bill" Scott for his diligence in assisting us.

I also offer my sincere appreciation to our collection staff: Deputy Tax Collector Donna Bergeron, along with Deputy Town Clerk Jennifer Dudley, collection clerks Nicole Morse, Cathy Brown and Yadira Martinez, who joined us earlier this year after formerly being employed by New Hampshire Division of Motor Vehicles.

Respectfully Submitted,

Martha D. Breen  
Tax Collector

# TOWN CLERK

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The total gross revenue for the Town Clerk's office in 2020 was \$7,052,285.67. This was an increase of about \$35,569.11 in revenue.

In May of 2012, the collection clerks were trained to be Municipal Agents. This means when registering a motor vehicle, we can process both the Town and State portion for an additional \$3.00 agent fee per transaction. The Town Clerk's office also offers motor vehicle renewals online (E-Reg), dog renewals, and vital records online.

As of November 1, 2017, the Town Clerk's office is now a one check town for motor vehicle transactions. Both the Town and State fees are combined on the same check.

As of May 2018, the Town Clerk's office accepts credit cards online and over the counter for motor vehicle transactions, landfill stickers, dog licenses, vital records, and point of sale transactions. We also have an ATM machine located downstairs.

Clerks from both the Town Clerk's office and the Tax office are cross trained to perform most of the functions of both offices. The clerk's register and title motor vehicles, issue plates, license dogs, sell landfill permits, accept payments for property tax bills, water and sewer bills, recreation fees, building permits and other miscellaneous collections. This "one stop shopping" has worked very well for both the clerks and for the residents of Salem.

The full-time clerks in this office are Rosie Daigle and Cathy Brown. Nicole Morse and Yadira Martinez are our part time clerks. Yadira joined the department in October 2020. She replaced Russell Tatro. Russell left the Collections Department in August of 2020 to pursue his career. I wish Russell the best of luck. I would like to thank all the clerks for their dedication and hard work making the Collections Department a success; they are all assets to the Town of Salem. These clerks work under the supervision and direction of both the Town Clerk and the Tax Collector.

Jennifer Dudley is my Deputy Town Clerk. Jennifer and I continue to perform all other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, State liens and attachments, dredge and fill applications, pole permits, Article of Agreement (non-profit filings), oaths of office and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the book-keeping duties of the Town Clerk's office, which maintains an accounting of its own revenue.

There were 47 resident marriages, 212 resident deaths and 47 resident births which took place in NH in. We have no record of any out of state vital events.

Respectfully submitted,

Susan Wall  
Town Clerk

# TOWN CLERK

## RECEIPTS AND VITAL STATISTICS - 2020

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Automobile Tax Permits	\$7,052,285.67
2020 (37,407)	
Title Fees	15,138.00
Municipal Agent Fee	114,267.00
Marriage License Fees*	9,000.00
Certified Copy Fees**	22,660.00
Dog License Fees***	
2020 (3,632)	22,681.50
Elections	590.50
Uniform Commercial Code & Other Liens	10,965.00
Collection Fees	1,504.00
Filing Fees	53.00
Recording Fees	0.00
Legal Fees - Dogs	861.00
Gross Receipts Remitted to the Treasurer	<u>\$7,250,005.67</u>
 *Less Remittance to State of NH for Marriage License Fees	 - 7,912.00
**Less Remittance to State of NH for Certified Copy Fees	- 11,755.00
(850 copies @ \$ 8.00 ea. = \$6,800.00)	
(991 copies @ \$ 5.00 ea. = \$4,955.00)	
 ***Less Remittance to State of NH for Dog License Fees	 - 1,815.50
(3,631) Licenses @ .50 ea. - \$1,815.50	
 ***Less Remittance to State of NH for Animal Population Control Fees	 - 6,430.00
(3,215) Licenses @ \$2.00 ea. - \$6,430.00	
Net Revenue to the Town	<u>\$7,222,093.17</u>

## VITAL STATISTICS --2020

### MARRIAGES

Salem Residents -- Married in NH 47

### BIRTHS

Resident Births -- Born in NH 47

### DEATHS

Salem Residents -- Died in NH 212

Susan M Wall  
Town Clerk, Salem NH

# Boards, Committees, and Commissions



# BUDGET COMMITTEE

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It has been a pleasure and honor to preside for the second time as Chairman of Salem's Municipal Budget Committee for the 2020-2021 budget session. The committee has fulfilled its role in the budgetary process to question and hold accountable the budgets presented to us from the Board of Selectman and the School Board. As our by-laws state, it is our mission to assist the town and the school district in crafting their budgets and work collaboratively with them to ensure fiscally responsible revenue estimates.

I appreciate the members of the committee for volunteering their time and talents for the citizens of Salem. I would like to thank my colleagues on the board: Steve Goddu, vice chairman; Tanya Donnelly, secretary; Sean Lewis; Paul Huard; Dane Hoover; Peter Edgerly; Bernard Campbell, School Board representative; and Jim Keller, Selectmen representative. Their positive attitudes, work ethic, questions, and cooperation made my job a pleasure. I would also like to recognize Judy Day, the producer of the Salem Government Channel (SGC-23); Jeremiah Lamson, our recording secretary, and Maureen Witley in the Town Manager's Office, for keeping us all organized and without whom we would have been lost.

We would also be remiss if we did not thank the town and school district staff who not only assist in the budget process but are critical to delivering the services called for within the approved budget.

Background on the Budget Committee: The Committee's formal work begins shortly after municipal elections in March. After organizing and electing officers, we begin planning our calendar and our objectives. From March to September, we review the actual revenue and expense numbers we receive on a monthly basis from the town and school finance departments compared to the final approved budgets from the previous fiscal year. This ongoing review helps the committee to hold the town and school district accountable for their budgeting and identify variances, which may impact future budgets.

Work intensifies from October through January with presentations of the proposed budgets and revenue estimates from the Board of Selectmen and School Board. The Budget Committee reviews the budgets, revenue estimates, and proposed warrant articles from the town and school district as well as other supporting documentation in detail. After all, our questions are asked and answered we proceed with preliminary votes, public hearings, and final votes. The citizens have an additional opportunity to review and question budgeted items during the town and school deliberative sessions in February. Then, after months of work, the citizens have another opportunity to speak at the polls by submitting their ballot.

Town Budget: In terms of the specific work done by the committee on the municipal budget currently under consideration, the committee was confronted with reviewing a challenging budget because of diminished revenues resulting from the COVID-19 pandemic. The Town Manager and the Board of Selectmen provided the Budget Committee with a very thoughtful proposal for us to review. This proposal included a reduction in the tax rate from the previous budget, which was met with gratitude by a majority of Budget Committee members.

Given the drastic economic struggles our fellow citizens are experiencing because of the pandemic, a majority of the committee decided to move forward with additional spending reductions. Those reductions resulted in an additional \$49,000 being shaved off the proposed municipal budget that



## BUDGET COMMITTEE

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will go before voters at Deliberative Session. These reductions will hopefully ensure a tax rate cut regardless of which warrant articles are approved by voters.

While the decision to move forward with those additional reductions was not an easy decision and most of the items that were cut were proposals that would ordinarily receive support, a majority of the Budget Committee felt it was necessary to provide some tax relief to our citizens who have experienced job losses, diminished income and missed financial opportunities because of the pandemic.

School Budget: As presented, the school district budget contained a tax rate increase of 3.1%. This increase does not include their warrant article for the union contract. The Budget Committee made modest spending reductions to the district's budget while preserving the core mission of ensuring that our kids receive a first-class education at first-class facilities. We can do right by our students while keeping more money in people's pockets during a very challenging economic time for our citizens. That said, a majority of the committee trimmed just over \$77,000 from the proposed budget.

The district has and is going to continue to ask, a lot from taxpayers. Again, these modest spending reductions come from proposals that in more normal circumstances we would approve. But given the economic damage of the COVID-19 pandemic, a majority of the committee believed that it was important to make difficult but important spending reductions.

Warrant Article Recommendations: The Budget Committee voted to favorably recommend the sole School District warrant article, the SEA union contract. Regarding municipal warrant articles, a majority of the committee voted to recommend articles 13, 14, 15, 16, 17, 18, and 22. A majority of the committee voted not to recommend articles 12, 19 and 23. The three articles that the Budget Committee voted not to recommend represents an additional \$4,114,000 that would be added to the tax rate.

Conclusion: Over the past several years, our community has made enormous investments in our town and schools. I am proud of the role the Budget Committee has played in those investments. However, it is imperative that we strike a balance between making important investments and delivering critical services and watching out for taxpayers. Prior to the COVID-19 pandemic, New Hampshire was enjoying a robust economy and Salem's economic base was expanding. However, times of economic prosperity don't continue in perpetuity and the pandemic changed our economy rapidly and dramatically.

As for the current budgets currently before our community, while the Budget Committee did make modest cuts, it is my belief that the Budget Committee might have passed on opportunities to provide taxpayers with some additional relief in a difficult economy. That said, he town manager, superintendent of schools, Board of Selectmen, School Board, and the Budget Committee have proposed budgets to make Salem a better community for current and future generations. I thank them for their work.

Respectfully submitted,

David J. Bettencourt, Chair

# CONSERVATION COMMISSION

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In 2020, the Conservation Commission held 11 regular meetings; site walks were done on an individual basis per COVID protocol; non-public sessions were utilized to discuss land acquisition. Projects reviewed by the Commission at its regular meetings included applications for wetland filling for lakeside retaining wall replacement and seasonal docking structures, and for impacts on wetlands by various housing construction projects and associated infrastructure. In addition, the Commission reviewed Conditional Use Permits for proposed encroachment in wetland setbacks or buffers for area sewer, water, and roadway improvements.

Other Commission activities in 2020 included the management of the Town Forest, and the management of conservation easements and open space covenants. The Commission continues in its effort to help restore the habitat of our pollinators such as the monarch butterfly, which complements our efforts to protect wildlife in the various habitat areas in Salem.

## **CONSERVATION FUND**

The Conservation Fund consists of monies received from various sources for the acquisition and management of conservation lands within the town. Funds legally accumulate from year to year and are managed by the Conservation Commission. The Conservation Fund carry-over from 2019 was \$1,001,478.69. Income included \$400.00 received as a stewardship incentive from LCHIP and \$1,000.00 received as a donation from Edward Hawkins. There were \$6,178.38 in expenses including timber harvest expenses, a gate at Hummingbird Lane, and the Town Forest parking lot lease. The Fund earned \$4,665.89 in interest in 2020 resulting in an ending balance of \$1,010,366.20.

## **TOWN FOREST**

The Salem's Town Forest is predominantly managed *as per* our Town Forest Management Plan which is prepared by a certified forester. A timber harvest was accomplished in 2020. Timber harvests are periodically conducted for the health of the forest and also serve as a benefit to limit wildfires. Culverts and bridges were installed in frequently flooded areas. Using GPS, updated trail maps are being finalized. The Trails for People and Wildlife Program of NH Fish & Game was utilized to evaluate our Town Forest's trail system relative to compatibility with wildlife habitat by keeping trails away from special high-quality habitat. Various signs have been updated and installed. The annual Town Forest Clean-up Day on National Trails Day was cancelled due to COVID restrictions. A special thank you to Chandler Power Washing of Salem whose employees volunteered and removed the graffiti along Hittytitty Brook.

A special *thank you* to the volunteer *Friends of the Forest* who perform many maintenance and improvement services for the Town Forest.

Respectfully submitted,

Ruth Tanner Isaks, Chair

# COUNCIL ON AGING

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The Salem Council on Aging (COA) consists of seven residents, each serving a three-year term.

In 2020 the SCOA expended more than \$75,000.00 to help address the physical needs of the Ingram Senior Center. Some of our major expenditures include the purchase of a new 12x24 storage shed, blue tooth, 4 speakers and another office carpet updated. Extensive work was done to create 17 more parking spaces at the center which was heavily used this summer for tents, picnic tables and outdoor ZUMBA classes just to name a few.

The Council also sponsors the annual Volunteer Appreciation event. This year was a drive up and pick up a gift bag event in the center parking lot. The SCOA gave each volunteer a gift certificate to Market Basket. In 2020 we celebrated the 2019 senior center volunteers. There were 184 volunteers with 52 of them brand new volunteering in the Intergenerational programs. Volunteers represent a huge savings to our center, and the Town of Salem. Over 1500 hours of volunteer time was used to offset programs, activities, and events at the center.

I would like our citizens to realize just how great an impact the SCOA's efforts have in our community. Please keep in mind that all our efforts and contributions are saving tax dollars. Many of the improvements we do for senior programming or to the Ingram Senior Center most likely would go unrealized, as they are not provided for in the Senior Services budget.

We would like to thank Chasers for partnering with us to help meet our fundraising goals and to help make it possible for us to contribute to the town by addressing the needs of the center.

Respectfully submitted,

Matt Ferrara Chair

# HISTORIC DISTRICT COMMISSION

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In Salem, NH there is a group of committed citizens who “Look to the Past and Strive Toward the Future” when they execute their duties as members of the Historic District Commission! As Salem engages in innovative development and business opportunities in other areas of our town, the Historic District Commission works to provide custodial care and preservation of Historic Salem within a small section of our town at the crossroads of Rt. 97 (Main Street) and Bridge and School Streets. This area is designated as the Historic District. You may notice the district as you drive pass the old School House #5, Salem’s Old Burying Ground, the Alice Hall Library, the Old Town Hall Museum, Hose House #2, and the Fountain situated in the center of the triangle at the crossroads.

Although 2020 limited our face-to-face meetings, the Commission members oversaw a few projects of note:

1. Many thanks to Lisa Dumont, a Master Gardener and her volunteers who helped out to continue to maintain the beautiful garden that surrounds our fountain. This year there was a theme to the plantings that included a special appreciation for those on the front lines of caring for the COVID-19 victims. White flowers were planted in honor of the “white coats” worn by doctors, dark blue flowers honored the police and fire first responders and light blue blossoms were planted to thank all the nurses and health care workers who brought relief to the sick.
2. Under the direction of Tom Mosson, the president of the Greater Salem Contractors Association, the Gabazo was repaired with the construction of a new roof and fresh paint! All materials and time were donated by the contractors who were assisted by the Derry/Salem Elks Freedom Riders who helped out with groundwork and trash removal. We are thankful for these great volunteers! The Salem NH Historical Society took the lead in providing refreshments for breaks and lunch to the volunteers on this hot August day.
3. Finally, we are happy to report that signs have been erected to mark the street entrance to the Historic District on all four corners of the district boundary. Many thanks to Town Manager Chris Dillon, Ross Moldoff, and Salem’s DPW for helping to coordinate this effort.
4. A special thanks need to be extended to the long enduring volunteer efforts of Howie and Bev Glynn who initiate many of the district’s projects and make sure they are completed!
5. Finally, we would like to thank all property owners within the district who maintain their own property and follow the historic district’s guidelines to maintain the character of Old Salem.

With much appreciation to the Historic District Commission’s Members, Patricia Good, Vice-Chair, Edward Brooks III, Secretary, Kathryn Burke & Beverly Glynn. I respectfully submit this report for the 2020 Annual Report. It is my pleasure to serve Salem on such a rewarding Committee.

Respectfully submitted,

Beth Roth, Chair

# SALEM HOUSING AUTHORITY

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In 2020, the Salem Housing Authority was able to complete a number of capital improvement projects with funds received through the Department of Housing and Urban Development's Capital Fund Grant Program, as well as funding received through a Community Development Block Grant awarded to SHA by New Hampshire Community Development Finance Authority.

Under HUD's CFP Program, we were able to install new roofing on 7 buildings located at Telfer Circle giving this development an updated, fresh new look. Also, under HUD's CFP program, crack fill and seal coating of parking lots was completed at Millville Arms, Telfer Circle and Hilda Place. Crack fill and seal coating was also completed at Downing Way under a separate funding source.

With the block grant funding received from NHCDFR, we will be installing new roofing on 8 buildings at Millville Arms. Currently, roofing on 3 buildings is complete with the rest to be done in early spring 2021. Also, as part of this grant, Liberty Utilities has installed new LED lighting in all bathrooms at Millville Arms, new thermostats in the apartments and insulation in the attic areas. They will also be upgrading the HVAC system at our community building at Millville Arms and installing 75 new energy efficient refrigerators in all apartments.

At this time, all of our public housing units (158) and tax credit units (24) remain fully occupied. Our waitlist continues to grow with approximately 300 applicants in need of housing within the Town of Salem. Anyone needing information regarding our housing program can call our office at (603) 893-6417, Monday – Friday, between 8:00 AM – 4:00 PM. Due to the Coronavirus (COVID-19) Pandemic and until further notice, the office is open to the public by appointment only.

As always, we wish to extend our gratitude to the Town of Salem for their vital role with assisting the Housing Authority with our mission to provide decent, safe, affordable housing to the residents of Salem.

Respectfully submitted,

Board of Commissioners

Virginia Consoli, Chairperson

Kelly Bryant, Vice-Chair

Georgette Smith, Commissioner

Donald Simmons, Commissioner

Sandra Karp, Resident Commissioner

*Sheri L. McCloskey, Executive Director*

# KELLEY LIBRARY TRUSTEES REPORT

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2020 brought a lot of changes to the Kelley Library. First, we saw two retirements. Director, Alison Baker retired in February after many years of service. Alison oversaw the library through a period of great change. Under her leadership the library modernized in many ways. The physical plant saw many updates, this included updated technology for patrons, a new roof, exterior paint, carpeting, flooring, furnishings, and air conditioners. Through her careful management the library building is well poised to continue to serve the town of Salem well for many years. Alison presided over a huge transition in terms of access to materials. While physical materials continue to be the library's primary resource, we began offering a wide array of digital materials. Her careful management of the library collection allows Salem's users to access resources in several different modalities.

When Alison retired our Assistant Director, Natalie Ducharme began serving as Interim Director. She moved into this role just as the pandemic began. Shortly thereafter our search for a new director failed. We hired an individual who ultimately chose to take another job. Natalie oversaw the operation of the library during lockdown and implemented an impressive slate of programs that continue to run despite the pandemic. Natalie kept the library afloat through extremely difficult circumstances therefore we were delighted to bring her on as our permanent director.

Next, Cindy Jury retired from the Library Trustee board. Cindy is a tireless advocate for the library. Her commitment to customer service and access for all users pushed the library to provide high quality programs and materials to all of Salem's residents. We expect to see individuals run for the vacant Trustee position in the March election. We look forward to welcoming a new member to our Board.

Respectfully submitted,

Kathleen Norton, Chair

**KELLEY LIBRARY  
BOARD OF TRUSTEE FUNDS  
2020**

Balance of cash on hand January 1, 2020	
Cash on Hand	894.18
Checking Account	50,667.15
Certificate of Deposit	11,018.18
Brock Trust Fund	8,631.64
 Total Cash Balances	 71,211.15
Income, 2020	
Materials of Trade (fines & payments for lost/damaged items)	2,444.99
Trust Funds	1,934.95
Gifts	6,682.69
Book Sale	505.81
Vending	625.31
FAX	446.00
Non-Resident Registrations	361.03
Misc (sale of headphones, refunds, etc)	55.90
Interest	169.97
 Total income:	 13,226.65
Total Available Funds, 2020	84,437.80
Expenses, 2020	
Materials of Trade (books, etc)	26.55
Furnishing and Equipment	695.00
Programs	0.00
Memberships	150.00
Trust income given to town to offset budget	2,200.00
Income given to town to offset budget	1,994.05
 Total Expenses:	 5,065.60
	Balance 79,372.20
Cash Balances, December 31, 2020	
Cash on Hand	894.18
Checking Account	58,976.02
Certificate of Deposit	11,128.68
Brock Trust Fund	8,373.32
 Total Cash Balances	 79,372.20

# KELLEY LIBRARY DIRECTOR'S REPORT

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*The Kelley Library staff and leadership faced extraordinary challenges throughout the pandemic, providing the user a great library experience remotely, in house and with curbside pickup, under constantly changing circumstances. We invite you to visit online, by phone or in person and discover what's happening at **your** local library.*

- The facility saw some upgrades this year, thanks to taxpayer support. The public lobby bathrooms now offer hands free soap and paper towel dispensers, along with new sinks, faucets, and a fresh coat of paint. The public water fountain has been upgraded to include a water bottle filler. These changes benefit users by creating a healthy and hygienic environment.
- Also in 2020, the heavily used parking lot received a facelift. Again, thanks to taxpayer support. In order to prolong its life, cracks were filled, sealcoating and new line striping was done. In addition, the chimney was repaired and sealed to prevent any leaks under the roof.
- The pandemic forced the library staff and leadership to think creatively about library services. Fines were suspended. Library card expiration dates were extended. Material was quarantined when returned. Curbside pickup was introduced and offered throughout 2020. We are pleased users adapted seamlessly to this new service. Curbside pickup proved so successful that the service continued to be offered while users were in the library.
- In addition, demand for online resources saw a significant increase. Users discovered and borrowed thousands of eBooks, eAudios available for free. The streaming services which include thousands of movies, television shows and more proved so popular that streaming limits were increased.
- Programs are an important part of library service, and 2020 marked a significant move to online programming. Online programs were presented live and prerecorded so users could enjoy them on their schedule. In addition, passive programs such as Take & Make crafts for children and adults proved to be very popular.
- The Director, a well-respected leader and visionary, retired in 2020. The person chosen for replacement is a long time Kelley Library employee who is also a long time Salem resident that has a passion for libraries. This insight in Salem and Kelley Library will be beneficial to the Salem community and for the library's continued success in meeting the needs of the community.

**Did you know?** We circulate a wide range of items – from toys, to puppets, to equipment - as well as the more familiar books, DVDs/Blu-rays, music, audiobooks, and magazines? These meet the mission of sparking imagination, creative thinking, and preservation of family records.

Respectfully submitted,

Natalie Ducharme, Director



**2020 KELLEY LIBRARY STATISTICS**  
**"A Lifetime of Discovery and Enrichment"**

**RESOURCES AVAILABLE**

Books	60,998
Audio: Books and Music	7,117
Video: DVD, Blu-Ray, Games	9,544
Other: Kindles, etc	280
Magazine and Newspapers: print copies	3,095
Magazines and Newspapers: Microfilm reels	795
Magazine and Newspapers: eResources	17,986
Downloadable: Audio and eBooks	638,553
Museum passes	26
Electronic Resources	1,829
Streaming media: Music and Film	279,631
eResources	20
<b>Total</b>	<b>1,019,874</b>

**ITEMS CIRCULATED**

Books: Adult	26,841
Books: Children's	18,113
Books: Young Adult	1,614
Magazines	1,229
Audio: Books and Music	3,706
Video: DVD, Blu-Ray, Games	14,948
Other: Kindles, etc	903
Museum Passes	266
Downloadable: Audiobooks	9,912
Downloadable: eBooks, eMagazines, eSources	14,859
eResources: Sessions	39,941
Streaming music and film: Sessions	921
<b>Total</b>	<b>133,253</b>

Items added, 2020

**IN-HOUSE ACTIVITY**

Adult Programs	76
Attendance	442
Children's and Teen Programs	138
Attendance	1,257
Meeting Room Reservations, community	67
Public Computer Sessions (23 computers)	2,143
Total visits	

**REGISTERED USERS**

Adult Cards	9,377
Children's Cards	1,482
<b>Total</b>	<b>10,859</b>

New Registrations, 2020 500

**Meeting rooms and public access with limited due to COVID-19**

# MUSEUM COMMITTEE

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The Salem Museum Committee acts as caretakers of the four historic buildings in the Salem Historic District: The Old Town Hall, the Alice Hall Library, Salem's first Library built in 1861, Schoolhouse No. 5 on School Street (1873), and Hose House No. 2 on Bridge Street (1906). The Museum Committee works in conjunction with the Salem Historical Society which owns the collection of artifacts in these buildings and conducts meetings and events in them. Renovation projects included a new roof on the Commons Gazebo, rebuilt restrooms in the Museum, a new roof for the Christmas Creche.

The following is taken from the Annual Report by Brian Flanagan, President of the Salem Historical Society to its membership:

The year 2020 precluded the Historical Society from carrying out its schedule of speaker meeting planned to run from April through November. With Executive Committee meetings conducted beginning in April in the Museum parking lot to manage the business of the Society, and plans were developed to push forward with other safe events. A small group of member volunteers carried out the following activities in 2020.

The Escape Room, Back-to-the-Future event - February 9: We coordinated an imaginative travel through the meeting house's 9 historic themes for children to collect clues, discover our community history, and solve puzzles to obtain metal keys to unlock the time machine to travel from the year 1738-2020.

Ma Parkinson Triangle Garden - Spring: We coordinated with the Salem DPW to install a water spigot on the Ma Parkinson Triangle garden at School St. and Main. This source of hydration truly creates an oasis in the summer drought. With the absence of Memorial Day and Veterans Day events, we thoughtfully planted white flowers in honor of the doctors in lab coats, dark blue flowers for the first responders, fire fighters, police officers, and light blue for the nurses and health care workers.

The Common Gazebo renovation - August 8: The SHS and the Town of Salem coordinated this project. Tom Mosson and Katie Delay of the Salem Contractors Association coordinated the replacement of the asphalt shingles. The Derry-Salem Freedom Riders generously handled all the groundwork, and removal of demolition debris. Selectman and state representatives pitched in to detail the gazebo. The SHS members provided food and cold beverages.

Historic District markers - September: The Salem Historical Society, the Salem Historic District, and the Department of Public Works coordinated and creatively design, purchase, and install four (4) **"Entering the Salem Historic District"** signs located on School Street, Main (2 sites), and Bridge Street.

Salem NH Genealogy event - Sept 22: We coordinate our first SCTV-17 live broadcast from the meeting room at the Museum on Salem Community Television Ch-17 and Facebook. Speaker, Bob Hansen, deciphered 19th & 20th century Salem records and described connections of local families to historical events from the past three centuries.

Gravestone Girls - October 13: Brenda Sullivan, genealogy expert, hosted and presented a Zoom event on burying ground evolution. The internet web link was advertised to the membership and community so they could watch.

## MUSEUM COMMITTEE

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3rd Annual Soul Stroll event - October 25: We set the spooky stage for this haunted event to give the living an opportunity rustle through the leaves of the deceased at the Burying Ground. This guided tour event was open to the Public.

Project FLUSH, (Fix the Lazy Unstable Salem Historical bathroom). The museum bathroom renovation - September: The museum bathroom was a 150-year-old shed extension of the museum is in poor condition. Major factors such as safety, sanitary, limited handicap access, size, failing structure, contribute to this timely important capital replacement. The SHS executive team, Tom Mosson (Salem Contractors Association), the Salem Selectman, the Department of Public works, the Salem Historic District, coordinated this grand effort to break ground, financing through the Depot Train Station fund. The first floor of our museum was turned upside down with the impact from the renovation; an opportunity for us to move, archive, toss, redesign our meeting room display. Marrying new construction methods and materials to a 250-year-old large timber structure presented an extreme challenge, with imagination, patience, and a big hammer. The bathroom is scheduled to be opened spring 2021.

Salemfest 2020 canceled, September: We turned this unfortunate community fall event cancellation into an opportunity to print and deliver large, framed photographs from Salemfest 2019 to the Salem Fire Fighters, Shannon Farms, and the Hose 2 House for display

Salem Halloween Drive-by event - October 27: This was our part in a Salem-wide event. The visitors were met by two glowing ghostly statues in the museum lot. We safely handed-out bags of candy to the children in cars through their window with a grab stick. Over 150 cars with children cruised through our loop path.

Peters' Farm Presentation and DVD production - November 10: Matt Peters presented us with his family's 130-year history of emigration, industry, and farming in the Merrimack Valley. This was our second event that was streamed live to SCTV-17 and recorded at the museum. Earlier this spring and summer we researched, interviewed, video graphed, and produced a cultural-rich 35-minute video documentary on the Peters family and their produce business in Salem.

Our focus on community isolation led us to a paradigm-shift in our community communication. We transformed our postcard mailing method to 80% email communication. We also offered our members the delivery of food and products to their home if they were isolated at home due to the pandemic.

The Christmas creche was renovated with a new cedar roof, structural repair. The Greater Salem Art Association painted 2 - 4'x4' murals to be placed on the back inside wall. Lights for the Common Holiday Tree were donated by the Society.

Salem Time Capsule – December: Salem residents were asked to return a completed time capsule form to be placed in a locked wooden box and stored in the museum walk-in safe. This wooden box capsule was sealed on January 11, 2010 to be reopened on May 14, 2030.

Plans for 2021 are to further "live Stream" speakers and events from the Museum. These events will be announced at a later date since the pandemic has curtailed making any definite plans for this. We plan to open the Museum to the Public in the future when State and local Regulations allow.

Respectfully submitted,

Daniel Zavisza, Salem Museum Committee, and  
Brian Flanagan, President, Salem Historical Society

# PLANNING BOARD

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It is my honor and privilege to provide a summary of the Salem Planning Board's activities in 2020.

The Board held 19 regular meetings, most of which were held on the Zoom platform due to the Covid-19 pandemic. This is a rather challenging process given the need for citizen participation and sharing the screen to display the plans associated with the projects.

As expected, a good portion of the agenda items were related to the Tuscan Village on the site of the former Rockingham Park. In addition to the continued review of the Updated Master Plan, two significant approvals were granted, the Artisan hotel and a revised plan for the Medical Office Building. There were also two approvals in the North Village, the Starbucks/retail project in the lot just west of the Market Basket and a revised plan for 15 residences along Central Street.

Several of the buildings in the South Village are under construction at this time, as well as others, such as the Chase Bank and Klemm's Mobil, which opened for business this past year. The Hanover apartments, which was planned in phases, saw the opening of a fair amount of the units. Work continued on the off-site road improvements, including the rebuilding of the Exit 1 off and on ramps.

The board also granted approval to about a half dozen commercial site plans. Two that are worthy of note are the Century Bank at the site of the former D'Angelo's restaurant and the Enterprise Rental Car facility at the site of the former casino on North Broadway.

There was one residential subdivision approval granted under the Open Space Preservation Ordinance on Town Farm Road, yielding four house lots. Two additional Open Space projects were presented to the board, one on North Main Street and one on Shannon Road, and are still in the review process.

I thank all of the members of the Board and Town staff for their dedication and hard work during 2020, as well as the professionalism of the applicants as they appeared before us.

Respectfully submitted,

Keith Belair, Chair

## **MAJOR PROJECTS APPROVED BY PLANNING BOARD - 2020**

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<b>Applicant</b>	<b>Project</b>	<b>Location</b>	<b>Map/Lot</b>
OMJ Realty	66,000 sf Medical Office	Tuscan Boulevard	98-7887
Demoulas	10,000 sf Retail/Restaurant	Central Street	98-12502
Century Bank	2400 sf Bank*	So. Broadway	136-371
Froggy's Party Pad	Pre-School*	So. Broadway	144-202
Cedar Crest	4 Lot Subdivision	Town Farm Road	59-7030
UE 447	Trampoline Park*	So. Broadway	144-122
Talann Realty	Specialty Retail Store*	So. Broadway	99-1063
OMJ Realty	Revised Sign Standards	Rock. Park Boulevard	98-7887
116 Pleasant Street	Child Care*	Pleasant Street	116-4149
Black Brook Realty	15 Townhouses*	Central Street	98-12542
Clough Development	Revised Site Plan for 38 Apartments	Braemoor Woods Road	109-12265
OMJ Realty	Revised Site Plan for Hotel	Artisan Dr.	108-12500
Enterprise Rental Car	Rental Car Business*	No. Broadway	64-6756
Croteau	5000 sf Commercial Building	Cross Street	135-9355

\*change of use.

# RECREATION ADVISORY COMMITTEE

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The Recreation Advisory Committee (RAC) began 2020 by electing leadership on the committee. Kelly Moss remained as Chair, as well as Rachel Hill and Jim Koczat remaining as Vice Chair and Secretary, respectively. The RAC continued to build upon the successes of 2019, with our goals to continue to increase the committee's visibility by way of participation in town events, and to also support the goals for the funding of recreation facilities and programming within the town.

Throughout the year, our Community Services Director, Danny Hopkins, presented a series of projects that ranged from the small capital maintenance projects of our playing fields, to large capital future projects, such as the expansion of the Ingram Senior Center. The RAC reviewed these plans and unanimously agreed with the strategic vision of the new director.

Although the restrictions of the pandemic forced us to limit our social gatherings, we were able to meet virtually every month to continue our discussions. Danny Hopkins kept us up to date with the progress and timelines of projects and reviewed how the Community Services Department was working hard to continue providing programs the safest way they could to keep the members of our community active and engaged.

In February of 2020, we hosted our 2nd Annual Winter Carnival at Hedgehog Park. Those who attended were able to participate in a variety of free activities including a scavenger hunt, carnival games and raffles with prizes. Food and beverages were served and enjoyed by many.

In partnership with many local organizations, and under the direction of the Community Services Department, we were able to join in the success of the annual Halloween event, and a new Letters to Santa/Winter Wonderland event. Both events were modified to follow guidelines of social distancing but still provided sincere enthusiasm and joy to the Salem Community as well as all who participated.

The committee continued to discuss the plans and reviewed the drafts of a future survey whose results will show the level of community interest for further recreation development in the town. We look forward to assisting in any way we can to help promote the importance and relevance of this survey and community programs.

The Recreation Advisory Committee looks forward to continued success in 2021.

Respectfully submitted,

Rachel Hill, Co-Chair

Kelly Moss

James Koczat

Richard Murray

Kevin Richard

Patricia Good

Tom Woelfel

Glen Yergeau

# SUPERVISORS OF CHECKLIST

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The primary duties of the Supervisors of the Checklist are to register new voters and maintain accurate voting records which includes updating voter information and removing voters who have moved out of Salem or are deceased. After each election, we are responsible for reporting to the State how many people voted, registered and/or changed party affiliation.

Every four years voters in the Town of Salem have an opportunity to cast their vote in four different elections: the Presidential Primary, the town election, the State Primary and the General Election. Years like this are always busy for the Supervisors because voter turnout is much larger and the number of new registrations processed is larger. This year, the turn-around time between the Presidential Primary held on February 11<sup>th</sup> and the Town election on March 10<sup>th</sup> was four weeks. During this four-week period the Supervisors entered 479 new voters, updated numerous voter records, and recorded the 8,538 votes cast at the Presidential election.

The total number of registrations processed by the Supervisors during 2020 was 3,860. Of this number 1,646 were same day election registrations processed the General Election held on November 3, 2020. As of January 19, 2021, the total number of registered voters in the Town of Salem is 25,141. This number is comprised of 9,472 undeclared voters, 7,089 democrats, 8,580 republicans.

The Supervisors would like to remind everyone that a resident may check their registration status at any time using the following URL <https://app.sos.nh.gov/Public/PartyInfo.aspx>. In addition, a complete Voter Registration Checklist is always available at Town Hall and the Kelley library. This checklist allows you to verify your name, address, and party affiliation as well as which polling location you should go to cast your ballot. If any of the information is not correct or needs to be updated, you must fill out a new registration form at Town Hall during regular business hours or at any of the special sessions held by the Supervisors. These sessions are mandated by the State of New Hampshire and are held at various times throughout the year. Notices of these special sessions are always publicized in the local newspapers, on the local government channel, and are posted at the Municipal Office Building. While New Hampshire does allow new registrations on election days, we highly recommend that you ensure you are registered to vote prior to Election Day.

Respectfully submitted,

Melissa M. Sorcinelli, Chair  
Patricia E. Good  
Sheila M. Murray

# TRUSTEES OF TRUST FUNDS

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The Trustees of Trust Funds are comprised of three elected officials who are authorized by NH State Statute (RSA 31:19-38-a) to administer various non-expendable trust funds created by gifts and legacies to the Town. In accordance with their fiduciary duties, the Trustees seek to preserve the capital of the funds. The Trustees also currently administer separate capital reserve funds appropriated by Town Meeting.

The Trust funds are held to purchase library or educational material and scholarships. The Capital Reserve Funds are appropriated for road improvements, school district improvements or the purchase of capital equipment.

The Trustees disburse income annually to carry out the designated purposes of the non-expendable trusts, and they also, with authorization from the town's Board of Selectmen, disburse funds throughout the year as necessary from the capital reserve accounts. Since 1994, the day-to-day management of these funds has been performed by Citizens Bank Investment Services.

The New Hampshire Attorney General's office states that:

1} Trustees of the Trust Funds are the custodians of the town's perpetual care funds, charitable trusts, private donations, and capital reserve/expendable trust funds. The Trustees of the Trust Funds act in a fiduciary capacity and make decisions regarding expenditure from these funds based on the wishes of the donor in the case of privately donated funds and release capital reserve funds and expendable trust funds to the appropriate government officials upon request and make the decisions on how these funds are to be invested, based upon the statutes and the investment policy adopted by the Trustees.

2} Authority to administer town trust funds is vested solely in the trustees and income therefore cannot be turned over to selectmen for purposes contrary to the judgment of the trustees.

In 2020, former Tax Collector Cheryl-Ann Bolouk retired. The Trustees wish to thank Tax Collector Cheryl-Ann Bolouk for volunteering to perform their record keeping functions for the past twenty-nine years. She will be missed.

If you have any questions or suggestions regarding the Trust Funds, please contact the Trustees at the Town Hall.

Respectfully submitted,

Teresa (Tess) Holland, Chair  
Carol Houle  
Gregory Davis



# ZONING BOARD OF ADJUSTMENT

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The Zoning Board of Adjustment derives its power to hear petitions, and grant relief, from the New Hampshire Revised Statutes Annotated (RSA) and from the Town of Salem Zoning Ordinance. The Zoning Board of Adjustment is a quasi-judicial board and hears cases brought forth by property owners who seek relief from the strict terms of the Town of Salem zoning requirements. Relief is granted by way of Variance as well as through Appeals of Administrative Decisions made by town officials.

The primary goal of the Board is to uphold the strict terms of the ordinance in a professional, polite, and courteous manner. Board members follow a strict set of criteria and use all applicable ordinances, statutes, and case law when deciding each petition separately and on its own merits.

The Zoning Board of Adjustment meetings are held the first Tuesday of each month. Because of COVID-19, the Board has been meeting via Zoom. The meetings are televised and broadcast live on SCTV 23 and rerun throughout the month. The meeting can also be viewed on the Town website at [www.salemnh.gov](http://www.salemnh.gov) or [www.sgc23.org](http://www.sgc23.org). The public is invited and encouraged to watch the meetings and call in with comments when appropriate. We look forward to the day when we can hold our meetings in person again.

In 2018, we only heard 38 applications, and we heard 51 in 2019. This year we heard 50 applications. Of that fifty, forty-five were variance requests, an increase of two from last year. 39 of the applications were granted, one was denied, one was withdrawn by the petitioner, and four were continued. We heard one request for an equitable waiver, which was granted, the same as last year. This year, there were two rehearing requests, two less than last year. One was granted, and one was denied. There were also two requests for an appeal of administrative decision, one more than last year. One was withdrawn and one was continued. Unfortunately, several of our decisions were challenged in court this year; we are still waiting for the final outcome.

As we begin 2021, I would like to thank my fellow board members for the time they give to the Town of Salem every year, to ensure that this important community service is completed. I would especially like to thank Mike Smith, who has decided to not run for re-election this March. Mike has served the Town of Salem with many dedicated years serving on this Board, and we wish him well.

I would also like to thank Planning Director Ross Moldoff and Administrative Secretary Lisa Wojtas for all their hard work in putting the applications together and helping to keep the Board running smoothly and efficiently. I also welcome and thank Salem's new Assistant Planner, Jacob Lafontaine, who has been very helpful, and SGTV for their help in organizing our Zoom meetings.

Respectfully,

Bonnie Wright, Chair

# Financial Reports



# TOWN TREASURER

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The Treasurer has duties and responsibilities established by both statute and Town investment policy. This policy is reviewed and approved annually by the Selectmen. The principal elements of this policy require the liquidity and safety of Town funds and, consistent with these constraints, maximizing the earnings on Town funds on deposit. This is the money collected in property taxes and various fees and held for use in paying the operating expenses of the town. Liquidity means that the Town has sufficient cash on hand to meet its expenses, both current and capital. Safety requires that Town funds are never at risk.

The incremental increases in interest rates that we were beginning to see in 2019 slowed significantly in 2020. This was a direct consequence of the COVID-19 pandemic. The federal reserve sought to provide stimulus to the economy. Rates which had been low since 9/11 dropped even further to historic lows. At the close of 2020, Treasury Bill 90-day rates which serve as a benchmark were under one-tenth percent. This negatively affects Town finances because we traditionally have interest earnings on our deposits, particularly after the receipt of tax revenues. In 2020, the Town earned \$ 56,264 in interest, net of compensating balance requirements.

I include the following remarks for reference and for new readers to this space. RSA 41:29 provides in part that: “The town treasurer shall have custody of all moneys belonging to the Town and shall pay out the same only upon orders of the Selectmen.” However, essentially all the financial dealings of the Town are handled by the Finance Department. Nonetheless, the Town Treasurer, a part-time elected official, has specific tasks and responsibilities not handled by it. This is due to both statute and Town practice.

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I describe how the Town actually guarantees the safety of its funds. Because Town balances generally exceed FDIC insurance limits, a collateralization procedure is used. That is, our bank purchases US Government securities in the Town’s name for 102% of current balances. The amounts on deposit are monitored and the collateralization is adjusted on a weekly basis.

The Treasurer also has custody of impact fees. These are the fees assessed on new dwellings and other structures for their impact on the community and are kept in an account separate from the Town’s general fund. There are four such impact fees, viz. School, Recreation, Public Safety and Roads. The activity in each of these accounts is summarized in the following table.

<b>Impact Fee</b>	<b>Number of Fees</b>	<b>Balance 12/31/2019</b>	<b>Receipts 2020</b>	<b>Withdrawals 2020</b>	<b>Balance 12/31/2020</b>
<b>School</b>	48	1,141,879	998,535	200,000	1,940,414
<b>Recreation</b>	63	289,917	240,110	0	530,027
<b>Public Safety</b>	61	716,174	309,887	52,840	973,221
<b>Roads</b>	79	2,040,200	780,239	259,640	2,560,799

As always, I thank Melanie Murray, Accounting and Budget Manager, for compiling these numbers. I appreciate her expertise and her unfailing good cheer.

Respectfully submitted,

John Sytek, Town Treasurer



## PLODZIK & SANDERSON

*Professional Association/Accountants & Auditors*

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX 603-224-1380

### ***INDEPENDENT AUDITOR'S REPORT***

To the Members of the Board of Selectmen and Town Manager  
Town of Salem  
Salem, New Hampshire

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem as of and for the year ended December 31, 2019, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

#### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### ***Auditor's Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### ***Opinions***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and aggregate remaining fund information of the Town of Salem, as of December 31, 2019, the respective changes in financial position, and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### ***Change in Accounting Principle***

As discussed in Note 2-D to the financial statements, in fiscal year 2019 the Town adopted new accounting guidance, Governmental Accounting Standards Board (GASB) Statement No. 84, *Fiduciary Activities*. Our opinions are not modified with respect to this matter.

***Town of Salem  
Independent Auditor's Report***

***Other Matters***

**Required Supplementary Information** – Accounting principles generally accepted in the United States of America require that the following be presented to supplement the basic financial statements:

- Management's Discussion and Analysis,
- Schedule of the Town's Proportionate Share of Net Pension Liability,
- Schedule of Town Contributions – Pensions,
- Schedule of the Town's Proportionate Share of the Net Other Postemployment Benefits Liability,
- Schedule of Town Contributions – Other Postemployment Benefits,
- Schedule of Changes in the Town's Total Other Postemployment Benefits Liability and Related Ratios, and
- Notes to the Required Supplementary Information

Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

**Other Information** – Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Salem's basic financial statements. The combining and individual fund schedules are presented for purposes of additional analysis and are not a required part of the basic financial statements. The Schedule of Expenditures of Federal Awards is presented for purposes of additional analysis as required by Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* and is also not a required part of the basic financial statements.

The combining and individual fund schedules and the Schedule of Expenditures of Federal Awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund schedules and the Schedule of Expenditures of Federal Awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

**Other Reporting Required by *Government Auditing Standards*** - In accordance with *Government Auditing Standards*, we have also issued our report dated August 3, 2020 on our consideration of the Town of Salem's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Salem's internal control over financial reporting and compliance.

August 3, 2020



PL OZDIK & SANDERSON  
Professional Association

**EXHIBIT C-1**  
**TOWN OF SALEM, NEW HAMPSHIRE**  
**Governmental Funds**  
**Balance Sheet**  
**December 31, 2019**

	General	Capital Projects	Impact Fees	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents	\$ 15,563,557	\$ 801,011	\$ 3,046,292	\$ 2,525,290	\$ 21,936,150
Investments	122,124	-	-	555,116	677,240
Receivables, net of allowance for uncollectible:					
Taxes	2,945,074	-	-	-	2,945,074
Accounts	930,894	-	-	457,062	1,387,956
Intergovernmental receivable	135,587	13,666	-	10,000	159,253
Interfund receivable	50,630	606,777	-	-	657,407
Voluntary tax liens	142,708	-	-	-	142,708
Voluntary tax liens reserved until collected	(142,708)	-	-	-	(142,708)
Prepaid items	372,541	-	-	-	372,541
Total assets	\$ 20,120,407	\$ 1,421,454	\$ 3,046,292	\$ 3,547,468	\$ 28,135,621
<b>LIABILITIES</b>					
Accounts payable	\$ 596,332	\$ 1,113,880	\$ -	\$ 16,420	\$ 1,726,632
Accrued salaries and benefits	719,968	-	-	28,288	748,256
Retainage payable	37,376	273,078	-	-	310,454
Intergovernmental payable	29,215	-	-	-	29,215
Interfund payable	606,777	-	39,650	10,980	657,407
Total liabilities	1,989,668	1,386,958	39,650	55,688	3,471,964
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Unavailable revenue - Property taxes	507,897	-	-	-	507,897
Bond premiums	72,355	-	-	-	72,355
Total deferred inflows of resources	580,252	-	-	-	580,252
<b>FUND BALANCES (DEFICIT)</b>					
Nonspendable	372,541	-	-	572,217	944,758
Restricted	103,715	34,496	-	222,154	360,365
Committed	3,718,506	-	3,006,642	2,697,893	9,423,041
Assigned	1,426,843	-	-	-	1,426,843
Unassigned (deficit)	11,928,882	-	-	(484)	11,928,398
Total fund balances	17,550,487	34,496	3,006,642	3,491,780	24,083,405
Total liabilities, deferred inflows of resources, and fund balances	\$ 20,120,407	\$ 1,421,454	\$ 3,046,292	\$ 3,547,468	\$ 28,135,621

The Notes to the Basic Financial Statements are an integral part of this statement.

**EXHIBIT C-3**  
**TOWN OF SALEM, NEW HAMPSHIRE**  
**Governmental Funds**  
**Statement of Revenues, Expenditures, and Changes in Fund Balances**  
**For the Fiscal Year Ended December 31, 2019**

	General	Capital Projects	Impact Fees	Other Governmental Funds	Total Governmental Funds
<b>REVENUES</b>					
Taxes	\$ 32,211,091	\$ -	\$ -	\$ 141,000	\$ 32,352,091
Licenses and permits	8,990,979	-	-	-	8,990,979
Intergovernmental revenues	2,863,403	913,732	-	198,900	3,976,035
Charges for services	2,665,818	-	-	1,812,616	4,478,434
Miscellaneous	1,272,255	-	1,094,998	1,006,030	3,373,283
Total revenues	48,003,546	913,732	1,094,998	3,158,546	53,170,822
<b>EXPENDITURES</b>					
Current:					
General government	6,850,450	-	-	550,677	7,401,127
Public safety	25,732,349	-	7,501	1,975,749	27,715,599
Highways and streets	4,124,155	4,585,997	-	-	8,710,152
Sanitation	1,082,644	-	-	-	1,082,644
Health	108,645	-	-	-	108,645
Welfare	253,433	-	-	-	253,433
Culture and recreation	2,159,719	-	-	226,363	2,386,082
Conservation	-	-	-	6,398	6,398
Debt service:					
Principal	626,000	-	-	-	626,000
Interest	122,347	-	-	-	122,347
Capital outlay	2,575,251	4,574,440	-	48,375	7,198,066
Total expenditures	43,634,993	9,160,437	7,501	2,807,562	55,610,493
Excess (deficiency) of revenues over (under) expenditures	4,368,553	(8,246,705)	1,087,497	350,984	(2,439,671)
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfers in	495,167	4,470,332	38,038	12,740	5,016,277
Transfers out	(4,137,492)	(38,038)	(305,890)	(19,031)	(4,500,451)
Bond proceeds	200,000	2,830,000	-	-	3,030,000
Premium on bond issued	20,852	349,085	-	-	369,937
Capital leases	1,089,213	-	-	-	1,089,213
Total other financing sources (uses)	(2,332,260)	7,611,379	(267,852)	(6,291)	5,004,976
Net change in fund balances	2,036,293	(635,326)	819,645	344,693	2,565,305
Fund balances, beginning, as restated (see Note 20)	15,514,194	669,822	2,186,997	3,147,087	21,518,100
Fund balances, ending	\$ 17,550,487	\$ 34,496	\$ 3,006,642	\$ 3,491,780	\$ 24,083,405

The Notes to the Basic Financial Statements are an integral part of this statement.



Town of Salem, New Hampshire  
Cash Balances by Fund by Account  
December 31, 2020 (Unaudited - Prior to Year End Close)

	Beginning Balance	Deposits	Expenditures	Ending Balance
<u><b>Citizens Bank - Operating:</b></u>				
General Fund	\$ 8,844,443	\$ 133,201,507	\$ 125,371,579	\$ 16,674,371
Sewer Fund	3,425,445	3,593,914	4,221,111	2,798,248
Water Fund	2,925,737	5,617,838	5,181,468	3,362,107
Outside Detail-Police	194,839	1,773,870	1,457,198	511,512
SCTV Fund	165,199	549,263	522,967	191,495
Outside Detail-Fire	16,306	27,948	22,801	21,453
Recreation	183,079	58,207	78,681	162,604
Ambulance	312,049	1,670,938	1,650,000	332,987
Grants and Donations	35,699	672,556	751,340	(43,086)
Road Program	(31,203)	4,463,132	4,578,336	(146,407)
Capitol Projects	218,885	14,779,333	13,948,394	1,049,824
CDBG	-	44,738	46,604	(1,866)
<b>Total</b>	<b>17,163,364</b>	<b>166,408,504</b>	<b>157,783,875</b>	<b>24,915,107</b>
<u><b>General Fund:</b></u>				
Citizens Bank	26,425,036	48,676,376	49,450,000	25,651,412
<u><b>Forfeiture and Seizure:</b></u>				
Citizens Bank	109,267	59,036	62,385	105,918
<u><b>Trust:</b></u>				
Citizens Bank-Performance Escrow	4,899,023	2,742,521	781,859	6,859,685
<u><b>Special Revenue Fund:</b></u>				
Citizens-Conservation Comm.	906,196	5,437	6,179	905,454
Salem Co-op-Conservation Comm.	104,283	629		104,912
<u><b>TOTAL</b></u>	<u><b>\$ 49,607,168</b></u>	<u><b>\$ 217,892,503</b></u>	<u><b>\$ 208,084,298</b></u>	<u><b>\$ 58,542,488</b></u>

**Town of Salem, New Hampshire  
General Fund  
Schedule of Changes in Unassigned Fund Balance  
For the Year Ended December 31, 2020  
Unaudited - Prior to Year End Close**

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**Unassigned Fund Balance - December 31, 2019, as restated** **\$ 12,162,212**

**2020 Summary:**

<b>Current Year Revenues</b>	<b>49,781,619</b>	
<b>Current Year Expenditures</b>	<b>(44,138,529)</b>	
<b>Current Year Encumbered</b>	<b>(2,017,390)</b>	
<b>Prior Year Unencumbered Funds</b>	<b>40,704</b>	
<b>Net Revenue, Expenditure and Encumbrances</b>		<b>3,666,404</b>

**Unassigned Fund Balance - December 31, 2020** **\$ 15,828,617**

Town of Salem, New Hampshire  
Governmental Funds  
Statement of Revenues, Expenditures and Changes in Fund Balances  
December 31, 2020 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Total
<b>REVENUES</b>						
Taxes	\$ 33,092,277	\$ -	\$ -	\$ 3,884	\$ -	\$ 33,096,161
Intergovernmental	2,898,859	127,145	134,088	1,405,834	15,670,113	20,236,039
Licenses and permits	8,623,386	-	-	-	-	8,623,386
Charges for services	3,391,050	3,744,346	4,189,891	2,306,459	-	13,631,746
Investment earnings	51,586	-	-	4,677	-	56,264
Contributions	-	-	-	30,974	-	30,974
Bond proceeds	-	7,021	6,195	-	-	13,216
Miscellaneous	1,724,462	174,332	241,746	31,833	126,225	2,298,598
<b>Total revenues</b>	<b>49,781,619</b>	<b>4,052,844</b>	<b>4,571,920</b>	<b>3,783,662</b>	<b>15,796,338</b>	<b>77,986,384</b>
<b>Expenditures</b>						
General government	6,594,715	-	-	554,756	-	7,149,471
Public safety	24,556,563	-	-	2,923,856	-	27,480,419
Sanitation	1,099,852	2,700,880	-	-	-	3,800,731
Highway and streets	4,140,740	-	-	10,000	-	4,150,740
Water distribution and treatment	-	-	2,550,498	-	-	2,550,498
Welfare	181,805	-	-	-	-	181,805
Culture and recreation	1,920,170	-	-	61,998	-	1,982,168
Conservation	-	-	-	6,178	-	6,178
Interfund Transfer	4,730,677	1,569,000	90,000	7,591	134,088	6,531,356
Debt service:						
Principal	711,000	-	740,193	-	-	1,451,193
Interest	171,470	-	84,515	-	-	255,985
Capital outlay	2,048,928	1,171,450	1,290,644	-	16,185,251	20,696,272
<b>Total expenditures</b>	<b>46,155,920</b>	<b>5,441,330</b>	<b>4,755,849</b>	<b>3,564,379</b>	<b>16,319,339</b>	<b>76,236,816</b>
<b>Excess (deficiency) of revenues over (under) expenditures</b>	<b>3,625,700</b>	<b>(1,388,486)</b>	<b>(183,929)</b>	<b>219,283</b>	<b>(523,001)</b>	<b>1,749,567</b>
<b>Net change in fund balances</b>	<b>3,625,700</b>	<b>(1,388,486)</b>	<b>(183,929)</b>	<b>219,283</b>	<b>(523,001)</b>	<b>1,749,567</b>
<b>Fund balances, beginning, as restated</b>	<b>15,745,151</b>	<b>3,643,367</b>	<b>3,178,600</b>	<b>2,137,498</b>	<b>(8,611,589)</b>	<b>16,093,025</b>
<b>Fund balances, ending</b>	<b>\$ 19,370,850</b>	<b>\$ 2,254,881</b>	<b>\$ 2,994,671</b>	<b>\$ 2,356,780</b>	<b>\$ (9,134,590)</b>	<b>\$ 17,842,593</b>

Town of Salem, New Hampshire  
Governmental Funds

Balance Sheet

December 31, 2020 (Unaudited - Prior to Year End Close)

	General Fund	Sewer Fund	Water Fund	Other Governmental Funds	Capital Projects Fund	Trust & Agency	Total
<b>ASSETS</b>							
Cash and equivalents	\$ 42,536,632	\$ 2,798,179	\$ 3,352,797	\$ 1,189,062	\$ 980,135	\$ -	\$ 50,856,804
Investments	34,143	-	-	903,948	-	6,859,685	7,797,776
Receivables:							
Property taxes	4,609,758	-	-	-	-	-	4,609,758
Accounts receivable	1,197,601	308,191	454,553	180,949	-	-	2,141,294
Intergovernmental	-	-	-	94,122	(283,758)	-	(189,636)
Special assessments	-	2,660,034	1,766,715	-	-	-	4,426,750
Interfund receivable	-	-	-	-	172,632	-	172,632
Voluntary liens	110,113	-	-	-	-	-	110,113
Tax lien - reserve for uncollectible	(142,708)	15,340	-	-	-	-	(127,368)
Prepaid expenses	235,573	-	-	-	-	-	235,573
<b>Total assets</b>	<b>\$ 48,581,112</b>	<b>\$ 5,781,744</b>	<b>\$ 5,574,065</b>	<b>\$ 2,368,080</b>	<b>\$ 869,008</b>	<b>\$ 6,859,685</b>	<b>\$ 70,033,695</b>
<b>LIABILITIES</b>							
Accounts payable	\$ 101,784	\$ 2,919	\$ 16,946	\$ 667	\$ -	\$ -	\$ 122,316
Accrued salaries and benefits	505,299	5,846	14,255	10,633	-	-	536,032
Contracts and retainage payable	-	-	33,480	-	445,787	-	479,267
Due to others	4,257	-	-	-	-	6,859,685	6,863,943
Intergovernmental payable	28,542,485	-	-	-	-	-	28,542,485
Interfund payable	-	-	-	-	-	-	-
Notes payable	-	850,000	750,000	-	9,557,811	-	11,157,811
Deferred revenue	-	2,668,098	1,764,712	-	-	-	4,432,811
Deferred inflow of resources	56,437	-	-	-	-	-	56,437
<b>Total liabilities</b>	<b>29,210,261</b>	<b>3,526,863</b>	<b>2,579,394</b>	<b>11,300</b>	<b>10,003,598</b>	<b>6,859,685</b>	<b>52,191,101</b>
<b>FUND BALANCES</b>							
Restricted for:							
Special revenue	82,972	-	-	126,413	-	-	209,385
Enterprise funds	-	2,531,761	921,253	-	-	-	3,453,014
Committed for:							
Encumbrances	2,141,094	367,733	73,627	27,470	223,507	-	2,833,432
Special revenue	-	-	-	2,202,896	-	-	2,202,896
Capital projects	-	-	-	-	(9,358,096)	-	(9,358,096)
Reserves	1,318,168	-	-	-	-	-	1,318,168
Unassigned/unrestricted	15,828,617	(644,613)	1,999,790	-	-	-	17,183,794
<b>Total fund balances</b>	<b>19,370,851</b>	<b>2,254,881</b>	<b>2,994,671</b>	<b>2,356,780</b>	<b>(9,134,590)</b>	<b>-</b>	<b>17,842,593</b>
<b>Total liabilities and fund balances</b>	<b>\$ 48,581,112</b>	<b>\$ 5,781,744</b>	<b>\$ 5,574,065</b>	<b>\$ 2,368,080</b>	<b>\$ 869,008</b>	<b>\$ 6,859,685</b>	<b>\$ 70,033,695</b>

**Town of Salem, New Hampshire**  
**Statement of Revenues, Expenditures, and Changes in Fund Balance**  
**Budget and Actual (Non-GAAP Budgetary Basis)**  
**General Fund**  
**For the Year Ended December 31, 2020**  
**Unaudited - Prior to Year End Close**

	<b>Final Budget</b>	<b>Actual</b>	<b>Variance Favorable (Unfavorable)</b>
<b>Revenues and other sources</b>			
Taxes	32,471,278	33,092,277	620,999
Intergovernmental	7,151,572	2,898,859	(4,252,713)
Licenses and permits	7,771,525	8,623,386	851,861
Charges for services	3,095,648	3,391,050	295,402
Investment earnings	120,000	51,586	(68,414)
Bond proceeds	1,057,500	-	(1,057,500)
Miscellaneous	1,305,060	1,724,462	419,402
Use of fund balance	2,648,000	-	(2,648,000)
<b>Total Revenues</b>	<b>55,620,583</b>	<b>49,781,619</b>	<b>(5,838,964)</b>
<b>Expenditures and other sources</b>			
<b>Current:</b>			
General government	7,217,044	6,594,715	622,329
Public safety	26,476,494	24,556,563	1,919,931
Sanitation	1,018,607	1,099,852	(81,245)
Highways and streets	4,752,593	4,140,740	611,853
Welfare	285,794	181,805	103,989
Culture and recreation	2,242,047	1,920,170	321,876
Debt service	882,721	882,470	251
Capital outlay	12,745,284	6,779,605	5,965,679
<b>Total Expenditures</b>	<b>55,620,583</b>	<b>46,155,920</b>	<b>9,464,664</b>

**Town of Salem, New Hampshire**  
**Capital Assets**  
**For the Year Ended December 31, 2020**  
**Unaudited - Prior to Year End Close**

	Balance 12/31/2019	Additions	Disposals	Balance 12/31/2020
<b>Governmental activities:</b>				
<b>Capital assets not being depreciated:</b>				
Land	\$ 13,706,297			\$ 13,706,297
Construction in progress	1,544,288	276,156	849,907	970,537
Intangible Assets	1,071,000			1,071,000
<b>Total capital assets not being depreciated</b>	<b>16,321,585</b>	<b>276,156</b>	<b>849,907</b>	<b>15,747,834</b>
<b>Depreciable</b>				
Land improvements	4,471,779	354,698		4,826,477
Buildings	9,697,133	2,281,004		11,978,137
Machinery and equipment	19,216,810	1,247,271	209,807	20,254,274
Infrastructure	213,350,927	4,286,081	2,657,370	214,979,638
<b>Total depreciable capital assets</b>	<b>246,736,649</b>	<b>8,169,054</b>	<b>2,867,177</b>	<b>252,038,526</b>
<b>Total capital assets</b>	<b>263,058,234</b>	<b>8,445,210</b>	<b>3,717,084</b>	<b>267,786,360</b>
<b>Accumulated depreciation:</b>				
Land improvements	(608,460)	(221,772)		(830,232)
Buildings	(5,263,723)	(255,419)		(5,519,141)
Machinery and equipment	(11,832,560)	(1,114,506)	209,807	(12,737,259)
Infrastructure	(155,098,615)	(7,089,441)	2,657,370	(159,530,686)
<b>Total accumulated depreciation</b>	<b>(172,803,357)</b>	<b>(8,681,138)</b>	<b>2,867,177</b>	<b>(178,617,318)</b>
<b>Net Book Value, Capital Assets</b>	<b>\$ 90,254,877</b>	<b>\$ (235,928)</b>	<b>\$ 6,584,261</b>	<b>\$ 89,169,042</b>

Town of Salem, New Hampshire

Statement of Town Debt

For the Year Ending December 31, 2020

December 31, 2020 (Unaudited - Prior to Year End Close)

Description	Year Issued	Original Obligation	Interest Rate	Final Payment	Outstanding Debt 12/31/19	New Issues	Reductions	Outstanding Debt 12/31/20
Blake Road Water Project	2004	695,900	4.41%	2024	175,000		(35,000)	140,000
Bridge Reconstruction-N Main/Emerson	2010	1,297,000	2.62%	2020	125,000		(125,000)	-
Bridge Reconstruction-Bluff Street/Providence Hill	2013	1,189,909	1.81%	2023	464,000		(121,000)	343,000
Water Improvements-Pond Street	2013	692,091	1.81%	2023	276,000		(69,000)	207,000
Bridge Reconstruction-Shannon Road	2014	1,418,000	1.70%	2024	700,000		(140,000)	560,000
Water Discharge Management	2014	1,075,000	1.70%	2024	525,000		(105,000)	420,000
Water Improvement-North Policy	2014	825,000	1.70%	2024	400,000		(80,000)	320,000
Water Improvements-North Policy/Old Rockingham	2015	1,110,000	1.96%	2025	660,000		(110,000)	550,000
Exit 2 Pump Station	2018	1,509,273	1.52%	2027	1,227,335		(145,193)	1,082,142
Depot Land Acquisition	2019	2,830,000	1.96%	2029	2,830,000		(285,000)	2,545,000
Drinking Water Capacity Rights	2019	1,000,000	1.50%	2024	1,000,000		(200,000)	800,000
Totals		13,642,173			8,382,335	-	(1,415,193)	6,967,142

**Town of Salem, New Hampshire**  
**Tax Rate Computation and Assessed Valuation Trends**  
**2016-2020**

	2016	2017	2018	2019	2020
Total Town Appropriations	\$50,724,197	\$51,647,763	\$63,688,847	\$61,843,740	\$64,750,029
Less Revenues and Credits	(22,923,207)	(23,763,096)	(34,585,264)	(30,541,668)	(32,525,150)
Net Town Appropriations	27,800,990	27,884,667	29,103,583	31,302,072	32,224,879
Net School Tax Assessment	45,781,316	48,298,412	51,581,244	53,395,203	54,401,248
State Education Taxes	10,301,041	9,895,948	10,177,796	9,917,459	10,107,905
County Tax Assessment	4,461,348	4,676,020	4,620,581	4,811,300	4,810,331
Total Town, School and County	88,344,695	90,755,047	95,483,204	99,426,034	101,544,363
War Service Credits	606,500	639,000	646,000	641,167	630,667
Overlay	586,457	709,632	701,765	631,603	612,841
Property Taxes to be Raised	\$89,537,652	\$92,103,679	\$96,830,969	\$100,698,804	\$102,787,871
Net Assessed Valuation	\$4,392,820,340	\$4,429,068,500	\$4,490,128,901	\$4,590,080,181	\$4,676,922,757
Total Tax Rate	\$20.43	\$20.84	\$21.61	\$21.98	\$22.02

(1) Revaluation occurred in 2016

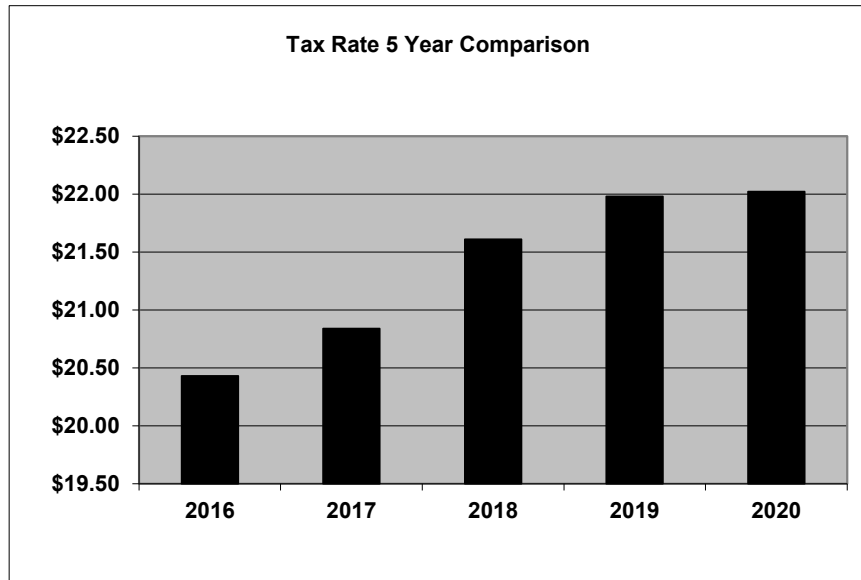


**Town of Salem, New Hampshire**  
**Tax Rate Comparison and Assessed Valuation Trends (5-Year Comparison Chart)**  
**2016-2020**

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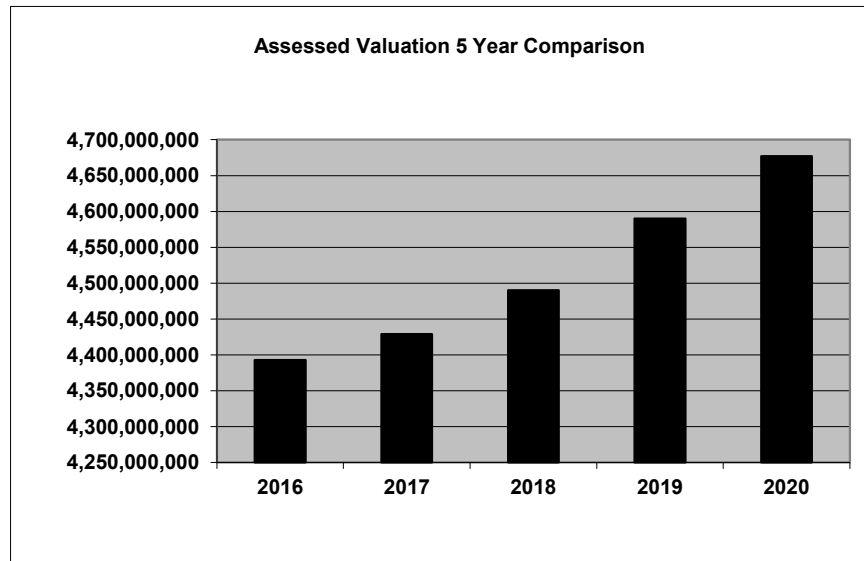
**Tax Rate 5-Year Comparison**

<b>2016</b>	<b>20.43</b>
<b>2017</b>	<b>20.84</b>
<b>2018</b>	<b>21.61</b>
<b>2019</b>	<b>21.98</b>
<b>2020</b>	<b>22.02</b>



**Assessed Valuation 5-Year Comparison**

<b>2016</b>	<b>4,392,820,340</b>
<b>2017</b>	<b>4,429,068,500</b>
<b>2018</b>	<b>4,490,128,901</b>
<b>2019</b>	<b>4,590,080,181</b>
<b>2020</b>	<b>4,676,922,757</b>



## TAX COLLECTOR'S REPORT

For the Municipality of Salem, NH

Year Ending December 31, 2020

MS-61

Debits	<u>2020</u>	***ON LEVIES OF *** <u>2019</u>	<u>2018</u>	<u>Prior</u>
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### Uncollected Taxes Beginning of Year

Property Taxes	#3110	xxxxxxxxxxxx	2,244,778.02	
Resident Taxes	#3180	xxxxxxxxxxxx		
Land Use Change Taxes	#3120	xxxxxxxxxxxx		
Yield Taxes	#3185	xxxxxxxxxxxx		
Excavation Tax	#3187	xxxxxxxxxxxx		
Other Taxes	#3189	xxxxxxxxxxxx		
Property Tax Credit Balance		xxxxxxxxxxxx	(44,991.87)	

### Taxes Committed This Year

Property Taxes	#3110	102,451,077.19
Resident Taxes	#3180	
Land Use Change Taxes	#3120	2,484.00
Yield Taxes	#3185	5,929.21
Excavation Tax	#3187	
Other Taxes	#3189	

### Overpayment Refunds

Property Taxes	#3110	131,032.40
Resident Taxes	#3180	
Land Use Change Taxes	#3120	
Yield Taxes	#3185	
Excavation Tax	#3187	

Interest and Penalties on Delinquent Taxes	#3190	28,453.86	64,854.87	
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Interest and Penalties on Resident Taxes	#3190	
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<b>Total Debits</b>		102,618,976.66	2,264,641.02	-	-
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## TAX COLLECTORS REPORT

**For the Municipality of Salem, NH**

**Year Ending December 31, 2020**

**MS-61**

\*\*\*ON LEVIES OF\*\*\*

<b>Credits</b>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>Prior</u>
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**Remitted to Treasurer**

Property Taxes	98,966,081.86	1,387,171.96	
Resident Taxes			
Land Use Change Taxes			
Yield Taxes	4,925.38		
Interest (Include Lien Conversion)	28,453.86	64,854.87	
Penalties			
Excavation Tax			
Other Taxes		-	
Conversion to Lien(Principal Only)		812,614.19	

Discounts Allowed

**Abatements Made**

Property Taxes	277,250.00	-	
Resident Taxes			
Land Use Change Taxes			
Yield Taxes			
Excavation Tax			
Other Taxes			
Current Levy Deeded			

**Uncollected Taxes-End of Year #1080**

Property Taxes	3,478,566.98	
Resident Taxes		
Land Use Change Taxes	2,484.00	
Yield Taxes	1,003.83	
Excavation Tax		
Other Taxes		
Property Tax Credit Balance	(139,789.25)	

<b>Total Credits</b>	102,618,976.66	2,264,641.02	
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## TAX COLLECTOR'S REPORT

**For the Municipality of Salem, NH**

**Year Ending December 31, 2020**

**MS-61**

\*\*\*ON LEVIES OF\*\*\*

**Summary of Debits**

	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>Prior</u>
Unredeemed Liens Balance Beginning of Year	0	440,743.78	237,201.46	22,351.20
Liens Executed During Fiscal Year	848,034.54			
Interest & Costs Collected After Lien Execution	23,361.84	51,124.86	56,737.91	1,742.80
<b>Total Debits</b>	<u>871,396.38</u>	<u>491,868.64</u>	<u>293,939.37</u>	<u>24,094.00</u>

**Summary of Credits**

Redemptions	370,714.52	190,536.26	176,729.43	13,177.11
Interest and Costs Collected #3190 (After Lien Execution)	23,361.84	51,124.86	56,737.91	1,742.80
Abatements of Unredeemed Liens	-	-	-	
Liens Deeded to Municipality			-	
Unredeemed Liens Bal End of Year #1110	477,320.02	250,207.52	60,482.03	9,174.09
<b>Total Credits</b>	<u>871,396.38</u>	<u>491,868.64</u>	<u>293,949.37</u>	<u>24,094.00</u>

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Martha Breen, Tax Collector

MS 9  
REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2020

*Date of *Creation	NAME OF TRUST FUND	Purpose	How Invested	PRINCIPAL						INCOME				TOTAL	
				%	Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Withdrawals	Balance End Year	%	Earned During Year	Expended During Year	Fees	Balance End Year	Principal & Income
1976	<b>NON-EXPENDABLE TRUST FUNDS:</b>														
1973	A & O Hall	Flower/Flag	Common Investment	0.05%	838.92	0.00	10.55	0.00	849.47	20.97	20.02	(20.97)	(2.65)	17.36	866.83
1973	Ackerman Men Sch	Scholarship	Common Investment	1.24%	19,319.58	0.00	242.88	0.00	19,562.46	482.82	460.98	(482.82)	(61.14)	399.85	19,962.31
1988	Albert Kelly III	Scholarship	Common Investment	0.69%	10,662.73	0.00	134.05	0.00	10,796.78	7,271.75	254.42	(10,48)	(33.74)	7,492.43	18,289.21
1963	Alice R. Dustin	Flower/Flag	Common Investment	0.03%	419.53	0.00	5.27	0.00	424.80	10.48	10.01	(10.48)	(1.33)	8.68	433.48
1987	Anna B. Taylor	Flower/Flag	Common Investment	0.05%	839.04	0.00	10.55	0.00	849.59	20.97	20.02	(20.97)	(2.66)	17.37	866.96
1951	Annie B. Stevens	Flower/Flag	Common Investment	0.02%	279.62	0.00	3.52	0.00	283.14	6.99	6.67	(6.99)	(0.88)	5.79	288.93
1948	B Howard/E Smith	Flower/Flag	Common Investment	0.01%	139.78	0.00	1.76	0.00	141.54	3.49	3.34	(3.49)	(0.44)	2.90	144.44
1938	Bailey, John	Library	Common Investment	0.38%	5,950.41	0.00	74.81	0.00	6,025.22	148.73	141.98	(148.73)	(18.83)	123.15	6,148.37
1977	Bicentl Scholar	Scholarship	Common Investment	1.56%	24,309.92	0.00	305.61	0.00	24,615.53	607.61	580.06	(607.62)	(76.93)	503.13	25,118.66
2002	Billy Doucette Mem Scholarship	Scholarship	Common Investment	0.00%	0.00	0.00	0.00	0.00	0.00	(0.00)	0.00	0.00	0.00	(0.00)	(0.00)
1969	Biodgatu Clark	Cemetery Perpetual Care	Common Investment	0.36%	5,592.65	0.00	70.51	0.00	5,662.96	138.79	133.45	(138.76)	(17.70)	115.75	5,778.71
1967	C Cross/W Priest	Flower/Flag	Common Investment	0.03%	419.53	0.00	5.27	0.00	424.80	10.48	10.01	(10.48)	(1.33)	8.68	433.48
1976	Cemetery	Flower/Flag	Common Investment	0.31%	4,753.38	0.00	59.76	0.00	4,813.14	118.82	113.42	(118.81)	(15.04)	98.39	4,911.53
1916	Cemetery Fund	Beaification	Common Investment	31.08%	483,616.20	0.00	6,079.80	0.00	489,696.00	12,087.75	11,539.55	(12,087.75)	(1,530.36)	10,009.18	495,705.18
1940	Chas A Quimby	Flower/Flag	Common Investment	0.02%	279.62	0.00	3.52	0.00	283.14	6.99	6.67	(6.99)	(0.88)	5.79	288.93
1975	Charles McLaughlin	Flower/Flag	Common Investment	0.18%	2,796.77	0.00	35.16	0.00	2,831.93	68.90	66.73	(68.91)	(8.85)	57.88	2,889.81
1945	Clarance J. Sylvan	Flower/Flag	Common Investment	0.02%	279.57	0.00	3.51	0.00	283.08	6.98	6.67	(6.98)	(0.88)	5.78	288.86
1970	Clarence Cameron	Flower/Flag	Common Investment	0.11%	1,677.96	0.00	21.09	0.00	1,699.05	41.94	40.04	(41.94)	(5.31)	34.73	1,733.78
1956	Clinton L. Silver	Flower/Flag	Common Investment	0.02%	279.57	0.00	3.51	0.00	283.08	6.98	6.67	(6.98)	(0.88)	5.78	288.86
1970	Clyde R. Coolidge	Flower/Flag	Common Investment	0.04%	559.25	0.00	7.03	0.00	566.28	13.98	13.34	(13.98)	(1.77)	11.57	577.85
1973	Council/Fine Arts	Library	Common Investment	0.08%	1,213.84	0.00	15.26	0.00	1,229.10	30.34	28.96	(30.34)	(3.84)	25.12	1,254.22
1924	Em. H. Pettigill	Library	Common Investment	0.04%	559.25	0.00	7.03	0.00	566.28	13.98	13.34	(13.98)	(1.77)	11.57	577.85
2002	Elmer Grace Smith	Flower/Flag	Common Investment	0.07%	1,027.74	0.00	12.92	0.00	1,040.66	25.70	24.52	(25.69)	(3.25)	21.28	1,061.94
1921	Enoch Taylor	Educational Purposes	Common Investment	7.81%	121,520.76	0.00	1,527.70	0.00	123,048.46	3,037.34	2,899.60	(3,037.35)	(384.54)	2,515.05	125,563.91
1984	Frankie Lirhan	Scholarship	Common Investment	2.72%	42,328.78	0.00	532.14	0.00	42,860.92	1,594.49	1,501.01	(20.96)	(2.65)	17.35	45,321.47
1987	G Burkhardt	Flower/Flag	Common Investment	0.05%	838.77	0.00	10.54	0.00	849.31	20.97	20.02	(20.97)	(2.65)	17.36	866.66
1986	G D Henderson	Flower/Flag	Common Investment	0.05%	838.98	0.00	10.55	0.00	849.53	20.97	20.02	(20.97)	(2.65)	17.36	866.66
1971	Gertude Silver	Flower/Flag	Common Investment	0.04%	559.25	0.00	7.03	0.00	566.28	13.98	13.34	(13.98)	(1.77)	11.57	577.85
1967	Harold J. Rolfe	Flower/Flag	Common Investment	0.05%	838.77	0.00	10.54	0.00	849.31	20.95	20.01	(20.96)	(2.65)	17.35	866.66
1988	Howard Smith	Flower/Flag	Common Investment	0.05%	838.74	0.00	10.54	0.00	849.28	20.96	20.01	(20.96)	(2.65)	17.36	866.66
1997	Isiah Woodbury Jr.	Flower/Flag	Common Investment	0.06%	871.80	0.00	10.96	0.00	882.76	21.79	20.80	(21.79)	(2.76)	18.04	900.80
1997	John W. Woodbury	Flower/Flag	Common Investment	0.10%	1,619.04	0.00	20.35	0.00	1,639.39	40.48	38.63	(40.47)	(5.12)	33.52	1,672.91
1981	J & T Concell	Flower/Flag	Common Investment	0.05%	838.95	0.00	10.55	0.00	849.50	20.97	20.02	(20.97)	(2.65)	17.36	866.66
1930	John Dix	Beaification	Common Investment	3.45%	53,705.76	0.00	675.16	0.00	54,380.92	1,342.35	1,281.47	(1,342.35)	(169.95)	1,111.52	55,492.44
1932	John McVoy	Poor/Indigent	Common Investment	12.48%	194,361.67	0.00	2,443.42	0.00	196,805.09	4,857.97	4,637.66	(4,857.97)	(615.04)	4,022.62	200,827.71
1953	Lincaster	Flower/Flag	Common Investment	0.45%	6,989.86	0.00	87.87	0.00	7,077.75	174.72	166.79	(174.71)	(22.12)	144.68	7,222.43
1953	Spalling B	Educational Purposes	Common Investment	0.36%	5,669.28	0.00	71.27	0.00	5,740.55	141.71	135.27	(141.71)	(17.94)	117.34	5,857.89
1945	Laura Taylor	Flower/Flag	Common Investment	0.04%	559.25	0.00	7.03	0.00	566.28	13.98	13.34	(13.98)	(1.77)	11.57	577.85
1985	M Janigan	Flower/Flag	Common Investment	0.05%	839.07	0.00	10.55	0.00	849.62	20.97	20.02	(20.97)	(2.66)	17.37	866.99
1988	Madeline A. Little	Educational Purposes	Common Investment	0.54%	8,388.47	0.00	105.46	0.00	8,493.93	209.67	200.16	(209.67)	(26.54)	173.61	8,667.54
1975	Margaret Gurney	Flower/Flag	Common Investment	0.05%	838.95	0.00	10.55	0.00	849.50	20.97	20.02	(20.97)	(2.65)	17.36	866.66
1974	Mario Bucherl	Flower/Flag	Common Investment	0.04%	698.96	0.00	8.79	0.00	707.75	17.46	16.68	(17.47)	(2.21)	14.46	722.21
1988	McClary Teller Fund	Flower/Flag	Common Investment	1.00%	15,636.59	0.00	196.58	0.00	15,833.17	390.83	373.10	(390.83)	(49.48)	323.62	16,156.79
1916	Orway	Educational Purposes	Common Investment	0.13%	2,087.82	0.00	26.25	0.00	2,114.07	52.18	49.82	(52.18)	(6.61)	43.21	2,157.28
1988	R Noyes	Flower/Flag	Common Investment	0.05%	838.98	0.00	10.55	0.00	849.53	20.97	20.02	(20.97)	(2.65)	17.36	866.66
1937	S L Rogers	Flower/Flag	Common Investment	0.01%	139.78	0.00	1.76	0.00	141.54	3.49	3.34	(3.49)	(0.44)	2.90	144.44
1938	S L Rogers	Flower/Flag	Common Investment	0.01%	139.78	0.00	1.76	0.00	141.54	3.49	3.34	(3.49)	(0.44)	2.90	144.44
1937	S S T Roberts	Flower/Flag	Common Investment	0.04%	559.25	0.00	7.03	0.00	566.28	13.98	13.34	(13.98)	(1.77)	11.57	577.85
1944	School Prize	Educational Purposes	Common Investment	0.10%	1,560.74	0.00	19.62	0.00	1,580.36	38.01	37.24	(38.01)	(4.94)	32.30	1,612.66
1975	Serena Hall	Flower/Flag	Common Investment	0.05%	838.92	0.00	10.55	0.00	849.47	20.97	20.02	(20.97)	(2.65)	17.36	866.63
1964	Simpson-Maxwell	Poor/Indigent	Common Investment	0.91%	14,143.08	0.00	177.80	0.00	14,320.88	353.50	337.47	(353.50)	(44.75)	292.71	14,613.59
1965	Simpson-Maxwell	Poor/Indigent	Common Investment	4.28%	66,600.11	0.00	837.27	0.00	67,437.38	1,569.14	1,498.91	(1,569.14)	(210.75)	1,378.39	68,815.77
1962	W. Westerdale	Flower/Flag	Common Investment	0.05%	839.07	0.00	10.55	0.00	849.62	20.97	20.02	(20.97)	(2.66)	17.37	866.99
1969	Walter E. Kimball	Flower/Flag	Common Investment	0.02%	279.62	0.00	3.52	0.00	283.14	6.99	6.67	(6.99)	(0.88)	5.79	288.93
1993	Watts, Donald and Edna	Flower/Flag	Common Investment	0.05%	830.64	0.00	10.44	0.00	841.08	20.75	19.82	(20.76)	(2.63)	17.18	858.26
	Cemetery	Perpetual Care	Common Investment	28.44%	442,448.98	3,835.00	5,562.26	0.00	451,846.24	10,980.27	10,557.26	(10,980.42)	(1,400.09)	9,154.33	461,000.57
	<b>TOTAL NON-EXPENDABLE FUNDS 3053007143</b>			100%	<b>1,555,903.35</b>	<b>3,835.00</b>	<b>19,560.11</b>	<b>0.00</b>	<b>1,579,298.46</b>	<b>46,342.17</b>	<b>37,125.35</b>	<b>(37,486.09)</b>	<b>(4,923.52)</b>	<b>41,055.22</b>	<b>1,620,353.88</b>

## REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2020 (AS OF 12/31/2020)

# Shares or Units	HOW INVESTED	PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year			
	<b>NON-EXPENDABLE FUNDS</b>													
25,000	Cash & Cash Equivalents	55,963.55	51,378.23	0.00	0.00	0.00	107,341.78	45,516.25	549.59	(5,816.00)	40,549.84	147,891.62	0.00	147,891.62
0	Becton Dickinson	25,030.75	0.00	0.00	0.00	0.00	25,030.75	0.00	781.26	(781.26)	0.00	25,030.75	68.50	25,554.25
0	Morgan Stanley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50,000	Union Pacific Corp	52,736.50	0.00	0.00	0.00	0.00	52,736.50	0.00	1,879.50	(1,879.50)	0.00	52,736.50	1,583.35	54,643.35
50,000	US Treas Note 03/1/22	50,030.00	0.00	0.00	0.00	0.00	50,030.00	0.00	687.50	(687.50)	0.00	50,030.00	1,115.00	51,330.00
0	US Treas Note 03/1/23	50,707.03	0.00	0.00	(707.03)	(50,000.00)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50,000	US Treas Note 11/15/2022	50,958.98	0.00	0.00	0.00	0.00	50,958.98	0.00	812.50	(812.50)	0.00	50,958.98	1,355.60	51,326.60
235,000	Shares Core S&P 500 Etf	37,885.90	0.00	0.00	0.00	0.00	37,885.90	0.00	1,388.44	(1,388.44)	0.00	37,885.90	88,216.65	88,216.65
1,936.144	Jpmorgan Disciplined Equity Instl	43,375.23	1,561.33	0.00	0.00	0.00	44,936.56	0.00	781.40	(781.40)	0.00	44,936.56	8,215.07	61,627.24
4,929.594	Jpmorgan Mortgage Backed Sec Fd	55,223.06	494.14	0.00	0.00	0.00	55,717.20	0.00	1,438.71	(1,438.71)	0.00	55,717.20	1,124.81	56,936.81
0.000	Openheimer Intl Growth Fd	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.000	Select Sector SPDR Mails	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.000	Select Sector SPDR Energy	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0.000	Select Sector SPDR Utilities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
355,000	SPDR S&P Midcap 400 Etf Tr	12,082.61	0.00	0.00	(882.24)	(11,180.37)	0.00	0.00	35.55	(35.55)	0.00	13,247.10	(2,066.73)	0.00
4,579.113	Transamerica International Equity I	57,140.78	0.00	0.00	0.00	0.00	57,140.78	0.00	1,673.27	(1,673.27)	0.00	57,140.78	15,811.70	149,071.60
5,169.043	Vanguard Admiral GNMA Fund #536	74,758.29	0.00	0.00	0.00	0.00	74,758.29	0.00	1,077.47	(1,077.47)	0.00	74,758.29	83,935.14	88,514.25
7,764.867	Vanguard Admiral Iner Term Fd #571	53,154.60	0.00	0.00	0.00	0.00	53,154.60	0.00	1,130.35	(1,130.35)	0.00	53,154.60	54,533.40	982.12
11,364.292	Vanguard Intern-Tm Bd Indx Adm #5314	75,806.85	2,532.38	0.00	0.00	0.00	78,339.43	0.00	2,059.44	(2,059.44)	0.00	78,339.43	3,186.54	81,191.36
4,768.914	Vanguard SIT Bond Index Adm # 5152	126,762.83	991.96	0.00	0.00	0.00	127,774.81	0.00	3,232.99	(3,232.99)	0.00	127,774.81	8,804.91	143,076.44
3,004.397	Voya Intermediate Bond I	50,330.95	0.00	0.00	0.00	0.00	50,330.95	0.00	956.16	(956.16)	0.00	50,330.95	1,436.68	52,065.50
2,431.114	Western Asset Core Bond I	30,024.63	484.59	0.00	0.00	0.00	30,519.42	0.00	1,089.97	(1,089.97)	0.00	30,519.42	858.77	31,986.85
55	Accenture PLC Ireland	4,280.94	0.00	0.00	0.00	0.00	4,280.94	0.00	180.40	(180.40)	0.00	4,280.94	2,785.20	14,366.55
23	Adobe Sys Inc	5,148.24	0.00	0.00	9,799.37	(12,579.42)	2,368.19	0.00	0.00	0.00	0.00	2,368.19	7,591.68	11,502.76
0	Align Technology Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
15	Alphabet Inc Com Cl A	5,929.48	0.00	0.00	0.00	0.00	5,929.48	0.00	0.00	0.00	0.00	5,929.48	6,198.75	26,289.60
12	Alphabet Inc Com Cl C	3,548.55	0.00	0.00	0.00	0.00	3,548.55	0.00	0.00	0.00	0.00	16,044.24	4,978.32	21,022.56
12	Amazon Com Inc	13,285.37	0.00	0.00	3,317.97	(5,215.88)	11,387.46	0.00	0.00	0.00	0.00	13,874.46	18,429.28	39,083.16
100	American Express Co	10,704.66	0.00	0.00	0.00	0.00	10,704.66	0.00	172.00	(172.00)	0.00	10,704.66	(358.00)	12,091.00
49	American Tower Corp	10,046.26	0.00	0.00	0.00	0.00	10,046.26	0.00	212.17	(212.17)	0.00	10,046.26	(262.64)	10,988.54
65	Amgen Inc	4,647.77	0.00	0.00	0.00	0.00	4,647.77	0.00	416.00	(416.00)	0.00	4,647.77	(724.75)	14,944.80
0	Analog Devices, Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
704	Aon Plc Cl A	5,492.79	0.00	0.00	0.00	0.00	5,492.79	0.00	89.00	(89.00)	0.00	5,492.79	149.00	10,563.50
225	Applied Materials, Inc	8,621.31	13,502.84	0.00	0.00	0.00	8,621.31	0.00	568.52	(568.52)	0.00	8,621.31	41,731.36	93,413.76
0	Aplo Plc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	181.05	(181.05)	0.00	13,502.84	5,914.66	19,417.50
62	Ar 18 Inc	17,365.85	0.00	0.00	0.00	0.00	17,365.85	0.00	78.00	(78.00)	0.00	19,149.03	(4,531.61)	14,617.42
0	Arctia Inc	0.00	14,432.96	0.00	(2,748.64)	(14,616.59)	0.00	0.00	0.00	0.00	0.00	14,432.96	18,931.08	0.00
0	Avery Dennison Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
595	Bank of America Corporation	11,545.97	4,381.91	0.00	0.00	0.00	15,927.88	0.00	345.60	(345.60)	0.00	15,927.88	(1,168.66)	17,125.15
0	Bard CR Inc.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Becton Dickinson & Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Berkshire Hathaway Inc Del Cl B New	6,067.70	0.00	0.00	3,872.47	(9,940.17)	0.00	0.00	0.00	0.00	0.00	9,966.00	(25.53)	0.00
47	Biogen Inc	13,807.89	0.00	0.00	0.00	0.00	13,807.89	0.00	0.00	0.00	0.00	13,807.89	(2,437.89)	11,508.42
0	Blackrock Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Boeing Company	6,222.34	0.00	0.00	(13.85)	(6,208.49)	0.00	0.00	78.09	(78.09)	0.00	12,378.88	(6,170.39)	0.00
0	Boston Scientific Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Bristol-Myers Squibb Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Caterpillar Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Celgene Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
270	Charles Schwab Corp	12,007.64	0.00	0.00	0.00	0.00	12,007.64	0.00	194.40	(194.40)	0.00	12,007.64	1,479.60	14,320.80
0	Chevron Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Chubb Limited	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Church & Dwight Co Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Church & Dwight Co Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
38	Cintas Corporation	1,712.44	0.00	0.00	0.00	0.00	1,712.44	0.00	133.38	(133.38)	0.00	1,712.44	3,206.44	13,431.48
245	Cisco Systems	11,555.50	0.00	0.00	(2,615.49)	(7,104.28)	11,555.50	0.00	252.45	(252.45)	0.00	11,555.50	(6,077.57)	10,963.75
0	Cliggroup Inc	9,719.77	0.00	0.00	0.00	0.00	9,719.77	0.00	0.00	0.00	0.00	9,719.77	0.00	0.00
0	Clorox Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230	Comcast Corp New Cl A	7,365.48	0.00	0.00	0.00	0.00	7,365.48	0.00	0.00	0.00	0.00	7,365.48	1,708.90	12,052.00
0	ConocoPhillips	12,802.04	0.00	0.00	(5,273.04)	(7,529.00)	0.00	0.00	207.00	(207.00)	0.00	14,306.60	(6,777.60)	0.00
41	Costco Whsl Corp New	6,840.39	0.00	0.00	0.00	0.00	6,840.39	0.00	522.75	(522.75)	0.00	6,840.39	3,397.26	15,447.98
285	CVS Health Corporation	18,624.96	0.00	0.00	0.00	0.00	18,624.96	0.00	85.00	0.00	0.00	18,624.96	840.54	19,465.50
235	D R Horton Inc	14,735.08	0.00	0.00	0.00	0.00	14,735.08	0.00	163.40	(163.40)	0.00	14,735.08	1,461.12	16,196.20
0	Delphi Technologies Plc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
85	Digital Realty	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
85	Dollar Gen Corp New	11,152.49	0.00	0.00	0.00	0.00	11,152.49	0.00	190.40	(190.40)	0.00	11,152.49	705.86	11,858.35
130	Dominion Energy Inc	7,971.90	0.00	0.00	0.00	0.00	7,971.90	0.00	81.90	(81.90)	0.00	7,971.90	4,617.20	17,875.50
0	Duke Energy Corp New	10,142.78	0.00	0.00	0.00	0.00	10,142.78	0.00	0.00	0.00	0.00	10,142.78	(366.78)	9,776.00
210	Edwards Lifesciences Corp	9,565.31	0.00	0.00	0.00	0.00	9,565.31	0.00	0.00	0.00	0.00	16,336.03	2,823.07	19,159.00
105	Electric Arts Inc.	14,924.33	0.00	0.00	0.00	0.00	14,924.33	0.00	47.86	(47.86)	0.00	14,924.33	15.00	15,079.30
90	Ellie Lilly & Co	7,811.93	0.00	0.00	0.00	0.00	7,811.93	0.00	266.40	(266.40)	0.00	7,811.93	3,366.90	15,156.60

## REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2020 (AS OF 12/31/2020)

# Shares or Units	HOW INVESTED  DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME			TOTAL		Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year		
0	Equity Residential	8,420.81	0.00	0.00	(2,307.46)	(6,113.35)	0.00	0.00	117.00	(117.00)	0.00	(1,978.65)	0.00
0	Exxon Mobil Corp	12,073.40	0.00	0.00	(2,978.72)	(9,094.68)	0.00	0.00	0.00	0.00	0.00	(1,372.32)	0.00
1,552.62	Facebook Inc	4,654.29	11,800.21	0.00	0.00	0.00	16,454.50	0.00	0.00	0.00	16,454.50	10,444.85	31,686.56
0	Fidelity International IDX Inst Prem	59,527.26	0.00	0.00	0.00	0.00	59,527.26	0.00	1,301.09	(1,301.09)	0.00	4,114.43	70,814.77
0	Fiserv Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1,410	Ford Motor Co	0.00	12,398.41	0.00	0.00	0.00	12,398.41	0.00	0.00	0.00	0.00	(4.51)	12,393.90
0	Gap Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	General Motors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	General Dynamics	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Halliburton Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
60	L3 Harris Technology Inc (l3a Harris Corporation)	5,267.16	0.00	0.00	0.00	0.00	5,267.16	0.00	204.00	(204.00)	0.00	11,872.20	11,341.20
90	HCA Healthcare Inc	8,439.36	4,490.97	0.00	0.00	0.00	12,930.33	0.00	38.70	(38.70)	0.00	14,801.40	14,801.40
80	Hershey Company	8,351.92	0.00	0.00	0.00	0.00	8,351.92	0.00	252.32	(252.32)	0.00	11,758.40	12,186.40
80	Home Depot Inc	8,305.03	0.00	0.00	0.00	0.00	8,305.03	0.00	360.00	(360.00)	0.00	13,102.80	15,937.20
100	Honeywell Intl Inc.	9,384.47	3,834.75	0.00	0.00	0.00	13,219.22	0.00	318.00	(318.00)	0.00	4,160.25	21,270.00
0	Illinois Tool Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Intel Corp	9,075.49	0.00	0.00	(231.55)	(8,843.94)	0.00	0.00	188.10	(188.10)	0.00	11,371.50	0.00
0	Johnson & Johnson	8,092.69	0.00	0.00	6,353.74	(14,436.43)	0.00	0.00	291.06	(291.06)	0.00	14,295.26	0.00
155	JPMorgan Chase & Co	2,865.46	15,624.14	0.00	4,697.49	(7,562.95)	15,624.14	0.00	49.50	(49.50)	0.00	7,667.00	141.17
65	Kimberly Clark	0.00	9,576.89	0.00	0.00	0.00	9,576.89	0.00	69.55	(69.55)	0.00	3,967.66	19,695.85
0	Lincoln National Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,763.95	0.00
55	Linde PLC Com USD	9,600.64	0.00	0.00	0.00	0.00	9,600.64	0.00	211.88	(211.88)	0.00	2,783.55	14,493.05
0	M & T Bank Corp	3,585.66	0.00	0.00	(3,125.22)	(5,263.44)	0.00	0.00	95.00	(95.00)	0.00	6,487.30	0.00
0	Marathon Petroleum Companies	4,150.00	0.00	0.00	8,880.57	(11,040.57)	0.00	0.00	114.00	(114.00)	0.00	3,224.06	0.00
0	McClure Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	40.00	0.00
0	MetLife International	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
300	Microsoft Corp	13,664.54	0.00	0.00	0.00	0.00	13,664.54	0.00	627.00	(627.00)	0.00	19,416.00	66,726.00
0	Mosaic Co	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
50	Motorola Solutions Inc	5,500.64	0.00	0.00	0.00	0.00	5,500.64	0.00	128.00	(128.00)	0.00	8,503.00	0.00
196	Natera Energy Inc Com	2,928.98	0.00	0.00	0.00	0.00	2,928.98	0.00	274.40	(274.40)	0.00	3,255.56	15,121.40
195	Nike Inc Class B	14,804.07	0.00	0.00	0.00	0.00	14,804.07	0.00	244.75	(244.75)	0.00	7,831.20	27,586.65
35	Nvidia Corp	7,227.33	0.00	0.00	0.00	0.00	7,227.33	0.00	16.80	(16.80)	0.00	11,049.67	18,277.00
0	Oneok Inc	9,145.93	0.00	0.00	(5,640.23)	(3,505.70)	0.00	0.00	233.76	(233.76)	0.00	9,458.75	0.00
300	Oracle Systems Corp	14,486.25	0.00	0.00	0.00	0.00	14,486.25	0.00	288.00	(288.00)	0.00	3,513.00	19,407.00
0	Parker-Hannifin Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
95	Paycom Software Inc	12,139.98	0.00	0.00	2,884.81	(6,163.27)	8,871.52	0.00	403.02	(403.02)	0.00	14,340.17	22,249.00
85	Pepper Inc	7,248.47	0.00	0.00	2,495.96	(4,610.10)	5,134.33	0.00	0.00	0.00	0.00	815.20	12,605.50
0	Pfizer Inc	11,806.16	0.00	0.00	0.00	0.00	11,806.16	0.00	103.50	(103.50)	0.00	12,812.15	0.00
0	Philly 66	0.00	7,960.60	0.00	(4,557.96)	(7,248.20)	0.00	0.00	276.00	(276.00)	0.00	3,959.20	11,920.00
0	PNC Financial Services Group	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Prologis Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
180	Prologis Inc Class B	0.00	4,361.60	0.00	0.00	0.00	4,361.60	0.00	336.00	(336.00)	0.00	4,750.00	17,798.40
695	Regions Finl Corp New	7,647.49	0.00	0.00	0.00	0.00	7,647.49	0.00	0.00	0.00	0.00	0.00	0.00
0	Resideo Technologies Inc	0.00	11,056.20	0.00	0.00	0.00	11,056.20	0.00	0.00	0.00	0.00	147.20	11,203.40
0	S&P Global Inc Com	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
0	Starbucks Corp	7,700.70	0.00	0.00	1,243.73	(8,944.43)	0.00	0.00	94.30	(94.30)	0.00	(1,166.37)	0.00
59	Stryker Corp	8,042.20	4,045.83	0.00	0.00	0.00	12,088.03	0.00	125.36	(125.36)	0.00	1,803.99	14,457.36
0	Sysco Corp	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
105	Target Corp	9,197.05	0.00	0.00	0.00	0.00	9,197.05	0.00	281.40	(281.40)	0.00	5,073.60	18,535.65
110	Texas Instruments Inc	5,379.86	0.00	0.00	0.00	0.00	5,379.86	0.00	409.20	(409.20)	0.00	3,942.40	18,054.30
58	Thermo Fisher Scientific Inc	6,447.95	0.00	0.00	0.00	0.00	6,447.95	0.00	49.30	(49.30)	0.00	8,172.78	27,015.24
0	Time Warner Inc.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
130	Tyson Foods Inc.	12,034.60	8,099.97	0.00	0.00	0.00	20,134.57	0.00	167.05	(167.05)	0.00	2,772.23	8,377.20
55	United Airlines Holdings Inc	8,718.47	0.00	0.00	703.91	(4,464.72)	8,273.79	0.00	213.40	(213.40)	0.00	1,453.52	11,452.10
0	United Parcel Service	13,252.81	0.00	0.00	(5,164.16)	(3,554.31)	0.00	0.00	0.00	0.00	0.00	(4,834.24)	0.00
115	United Therapeutics Inc	11,958.58	0.00	0.00	8,196.36	(3,463.59)	13,252.81	0.00	464.60	(464.60)	0.00	5,904.10	19,366.00
0	Verizon Communications	12,117.76	0.00	0.00	8,196.36	(3,463.59)	13,252.81	0.00	464.60	(464.60)	0.00	5,904.10	19,366.00
255	Verizon Communications	12,117.76	0.00	0.00	8,196.36	(3,463.59)	13,252.81	0.00	464.60	(464.60)	0.00	5,904.10	19,366.00
80	Via Inc	2,310.05	0.00	0.00	4,782.73	(5,332.74)	0.00	0.00	630.50	(630.50)	0.00	(675.75)	14,981.25
0	Viacom Inc	11,963.64	0.00	0.00	0.00	0.00	11,963.64	0.00	128.10	(128.10)	0.00	3,101.64	17,498.40
0	Viacomcs Inc	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
70	Vulcan Materials Co	9,922.72	0.00	0.00	(7,034.55)	(4,929.09)	0.00	0.00	60.00	(60.00)	0.00	(5,563.41)	0.00
135	WalMart Inc	11,081.59	0.00	0.00	0.00	0.00	9,922.72	0.00	95.20	(95.20)	0.00	10,492.50	10,381.70
0	Walt Disney Co	9,869.88	0.00	0.00	0.00	0.00	11,081.59	0.00	290.25	(290.25)	0.00	3,416.85	19,460.25
100	Waste Mgmt Inc Del	6,556.54	0.00	0.00	1,053.06	(10,922.84)	0.00	0.00	83.60	(83.60)	0.00	(2,816.91)	0.00
0	Yum Brands Inc	0.00	0.00	0.00	0.00	0.00	6,556.54	0.00	218.00	(218.00)	0.00	11,396.00	11,793.00
90	Zoetis Inc	7,585.77	0.00	0.00	0.00	0.00	7,585.77	0.00	72.00	(72.00)	0.00	2,983.50	14,895.00
	<b>Total Non-Expendable Funds</b>	<b>1,596,429.28</b>	<b>270,243.09</b>	<b>0.00</b>	<b>12,995.23</b>	<b>(259,863.75)</b>	<b>1,579,803.85</b>	<b>45,516.26</b>	<b>37,143.20</b>	<b>(42,409.61)</b>	<b>40,549.84</b>	<b>283,471.48</b>	<b>2,372,361.76</b>

## REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 2020 (AS OF 12/31/2020)

# Shares or Units	HOW INVESTED DESCRIPTION OF PRINCIPAL	PRINCIPAL					INCOME			TOTAL		Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Book Value Adjustments	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Deposited During Year	Balance End Year	Principal & Income		
	<b>Capital Reserve Funds</b>												
	SCHOOL DISTRICT RECONSTRUCTION												
	Cash & Cash Equivalents	29,642.60	0.00	0.00	0.00	0.00	29,642.60	463.33	99.85	563.18	30,205.78	0.00	30,205.78
	ROAD IMPROVEMENT												
	Cash & Cash Equivalents	1,959,760.05	4,730,677.00	0.00	0.00	4,736,913.03	1,931,524.02	34,404.69	10,105.68	44,510.37	1,976,034.39	(0.00)	1,976,034.39
	SALEM RECREATION												
	Cash & Cash Equivalents	9,812.43	0.00	0.00	0.00	0.00	9,812.43	153.40	33.05	186.45	9,998.88	0.00	9,998.88
	SALEM RECREATION LAND												
	Cash & Cash Equivalents	21,176.78	0.00	0.00	0.00	0.00	21,176.78	331.05	71.32	402.37	21,579.15	0.00	21,579.15
	KELLEY LIBRARY BUILDING FUND												
	Cash & Cash Equivalents	3,984.80	0.00	0.00	0.00	0.00	3,984.80	62.27	13.43	75.70	4,060.50	(0.00)	4,060.50
	<b>Total Capital Reserve Funds</b>	<b>2,004,376.66</b>	<b>4,730,677.00</b>	<b>0.00</b>	<b>0.00</b>	<b>4,736,913.03</b>	<b>1,996,140.63</b>	<b>35,414.74</b>	<b>10,323.33</b>	<b>45,738.07</b>	<b>2,041,878.70</b>	<b>(0.00)</b>	<b>2,041,878.70</b>
	<b>Library Trust Funds</b>												
	KELLEY LIBRARY TRUST FUNDS												
	Cash & Cash Equivalents	54,931.45	0.00	0.00	0.00	0.00	54,931.45	1,256.25	186.35	1,442.60	56,374.05	0.00	56,374.05
	<b>Total Library Trust Funds</b>	<b>54,931.45</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>54,931.45</b>	<b>1,256.25</b>	<b>186.35</b>	<b>1,442.60</b>	<b>56,374.05</b>	<b>0.00</b>	<b>56,374.05</b>
	<b>Expendable Trust Funds</b>												
	SSD ATHLETIC FACILITIES												
	Cash & Cash Equivalents	102,448.80	10,449.00	0.00	0.00	0.00	112,897.80	1,719.36	356.62	2,075.96	114,973.78	0.00	114,973.78
	LANCASTER FUND SEL DISC												
	Cash & Cash Equivalents	121,786.50	0.00	0.00	0.00	0.00	121,786.50	2,463.66	412.16	2,905.82	124,692.32	0.00	124,692.32
	HEDGEHOG PARK												
	Cash & Cash Equivalents	11,150.67	0.00	0.00	0.00	0.00	11,150.67	174.30	37.55	211.85	11,362.52	0.00	11,362.52
	SALEM DEPOT TRAIN STATION												
	Cash & Cash Equivalents	50,106.02	0.00	0.00	0.00	0.00	50,106.02	783.23	168.78	952.01	51,089.25	(0.00)	51,089.25
	SALEM SENIOR HOUSING EXP TRUST												
	Cash & Cash Equivalents	200,001.00	40,000.00	0.00	0.00	0.00	240,001.00	1,482.56	787.73	2,270.29	242,271.29	0.00	242,271.29
	DEPOT IMPROVEMENT												
	Cash & Cash Equivalents	682,687.82	68,946.00	0.00	0.00	272,629.28	479,004.54	9,653.27	1,858.54	11,521.81	490,526.35	(0.00)	490,526.35
	PERFORMING ARTS												
	Cash & Cash Equivalents	1,787.83	0.00	0.00	0.00	0.00	1,787.83	29.02	6.02	35.04	1,822.87	0.00	1,822.87
	SERFERT AUDIT												
	Cash & Cash Equivalents	75,347.50	15,125.00	0.00	0.00	0.00	90,472.50	952.84	269.20	1,222.04	91,694.54	0.00	91,694.54
	STREET LIGHTS												
	Cash & Cash Equivalents	10,341.59	0.00	0.00	0.00	0.00	10,341.59	161.67	34.84	196.51	10,538.10	0.00	10,538.10
	HISTORICAL DISTRICT												
	Cash & Cash Equivalents	2,782.48	0.00	0.00	0.00	0.00	2,782.48	43.47	9.37	52.84	2,835.32	(0.00)	2,835.32
	PELHAM ROAD												
	Cash & Cash Equivalents	6,112.82	0.00	0.00	0.00	0.00	6,112.82	95.53	20.59	116.12	6,228.94	0.00	6,228.94
	SIDEWALK												
	Cash & Cash Equivalents	8,705.11	90,307.00	0.00	0.00	0.00	99,012.11	136.04	155.99	292.03	99,304.14	(0.00)	99,304.14
	RT 28 ROAD IMPROVEMENT												
	Cash & Cash Equivalents	122,149.74	0.00	0.00	0.00	0.00	122,149.74	1,909.43	411.43	2,320.86	124,470.60	(0.00)	124,470.60
	SNOW												
	Cash & Cash Equivalents	669,112.30	0.00	0.00	0.00	0.00	669,112.30	8,309.08	2,246.64	10,555.72	679,668.02	(0.00)	679,668.02
	LAND ACQUISITION												
	Cash & Cash Equivalents	107,889.55	0.00	0.00	0.00	0.00	107,889.55	1,866.48	383.41	2,049.89	109,939.44	(0.00)	109,939.44
	LAND AND HERITAGE												
	Cash & Cash Equivalents	127,785.48	0.00	0.00	0.00	0.00	127,785.48	1,997.49	430.43	2,427.92	130,213.40	(0.00)	130,213.40
	PUBLIC SERVICE EXP TRUST												
	Cash & Cash Equivalents	20,422.41	0.00	0.00	0.00	0.00	20,422.41	319.21	68.78	387.99	20,810.40	0.00	20,810.40
	ANNIVERSARY CELEBRATION												
	Cash & Cash Equivalents	11,463.40	0.00	0.00	0.00	0.00	11,463.40	179.21	38.62	217.83	11,681.23	(0.00)	11,681.23
	SALEM HOSE HOUSE NO. 2												
	Cash & Cash Equivalents	25,000.17	0.00	0.00	0.00	0.00	25,000.17	382.64	84.17	466.81	25,466.98	(0.00)	25,466.98
	BOUCETTE												
	Cash & Cash Equivalents	15,732.47	0.00	0.00	0.00	0.00	15,732.47	77.33	52.44	129.77	15,862.24	(0.00)	15,862.24
	WATER CAPITAL												
	Cash & Cash Equivalents	438,410.09	0.00	0.00	0.00	22,810.35	415,599.74	1,672.51	1,438.92	3,111.43	418,711.17	0.00	418,711.17
	SEWER CAPITAL												
	Cash & Cash Equivalents	10,000.00	0.00	0.00	0.00	0.00	10,000.00	34.57	33.28	67.85	10,067.85	(0.00)	10,067.85
	<b>TOTAL EXPENDABLE TRUST FUNDS</b>	<b>2,821,223.75</b>	<b>224,927.00</b>	<b>0.00</b>	<b>0.00</b>	<b>296,459.63</b>	<b>2,750,611.12</b>	<b>34,302.90</b>	<b>9,265.51</b>	<b>43,568.41</b>	<b>2,794,199.53</b>	<b>(0.00)</b>	<b>2,794,199.53</b>
	<b>TOTAL ALL TRUST FUNDS</b>	<b>6,436,961.14</b>	<b>5,225,747.09</b>	<b>0.00</b>	<b>12,995.23</b>	<b>4,774,488.91</b>	<b>6,381,487.05</b>	<b>116,790.14</b>	<b>56,938.39</b>	<b>131,318.92</b>	<b>6,512,805.97</b>	<b>283,471.48</b>	<b>7,264,814.04</b>



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2020  
Town Meeting  
Results



# TOWN MEETING RESULTS–MARCH 10, 2020

## Article 1 - Election of Officers (*bold italic print identifies winner*)

Two for Selectman (3 years) <b><i>Michael “Mike” Lyons</i></b> <b><i>Cathy Stacey</i></b>	2,744 2,960	One for Moderator (2 years) <b><i>Christopher Goodnow</i></b>	3,509
Two for Budget Committee (3 years) <b><i>Tanya Donnelly</i></b> <b><i>Steven Goddu</i></b>	2,883 2,559	One for Library Trustee (3 years) <b><i>Kathleen Norton</i></b>	3,449
Two for Planning Board (3 years) <b><i>Beverly Donovan</i></b> <b><i>Joseph Feole</i></b> Robert Gibbs	2,319 2,265 1,603	One for Town Clerk (3 years) <b><i>Susan Wall</i></b>	3,711
Two for Zoning Board of Adjustment (3 years) John J. Manning Thomas Raskow, Jr. <b><i>Bernard W. Campbell</i></b> <b><i>Claire Karibian</i></b>	1,166 1,324 2,252 1,290	One for Tax Collector (3 years) Stephen Boyd <b><i>Martha Breen</i></b> Kerry Keenan	886 2,362 790
One for Treasurer (3 years) <b><i>Gregory Davis</i></b>	3,538	One for Supervisor of the Checklist (6 years) <b><i>Patricia Good</i></b>	3,469
		One for Trustee of the Trust Funds (3 years) <b><i>Carol Houle (write in)</i></b>	68

## Article 2: Revise Building Permit Timeframe

Are you in favor of the adoption of Amendment No. 1, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would reference State law for the timeframe of building permit denials?

Passed on official ballot vote on March 10, 2020: Yes – 3,365 No – 847

## Article 3: Revise Home Occupation Ordinance

Are you in favor of the adoption of Amendment No. 2, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would allow home occupations in any residential dwellings?

Passed on official ballot vote on March 10, 2020: Yes – 2,778 No – 1,456

## Article 4: Revise Sign Ordinance

Are you in favor of the adoption of Amendment No. 3, as proposed by the Planning Board, to amend the Town Zoning Ordinance as follows: This amendment would allow the Planning Board to grant conditional use permits to allow electronic price change signs for gas stations?

Passed on official ballot vote on March 10, 2020: Yes – 3,313 No – 1,000

## **TOWN MEETING RESULTS—MARCH 10, 2020**

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### **Article 5: Increase Size of Accessory Apartments**

Are you in favor of the adoption of Amendment No. 4, as proposed by petition of the voters of this Town, to amend the Town Zoning Ordinance as follows: This amendment would increase the maximum allowed size of accessory apartments to 950 sq. ft.? *The Planning Board recommends approval of this amendment.*

**Passed on official ballot vote on March 10, 2020: Yes – 3,113 No – 1,171**

### **Article 6: Allow Sports Betting**

Are you in favor of the adoption of Amendment No. 5, as proposed by petition of the voters of this Town, to amend the Town Zoning Ordinance as follows: This amendment would allow sports betting as a permitted use? *The Planning Board recommends approval of this amendment.*

**Passed on official ballot vote on March 10, 2020 Yes – 2,921 No – 1,389**

### **Article 7: Land Acquisition (Bond) \$2,300,000**

Shall the Town vote to raise and appropriate the sum of Two Million Three Hundred Thousand Dollars (\$2,300,000) (gross appropriation) for the purpose of purchasing land identified as Tax Map 90, Lot 1397, and abutting property identified as Tax Map 82, Lot 1294 to construct a new fire station, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Nine Hundred Thousand Dollars (\$1,900,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended) with the remaining balance of Four Hundred Thousand Dollars (\$400,000) to come from Public Safety Impact Fees; to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote. *Needed 2,597 for 3/5 vote to pass.*

**Failed on official ballot vote on March 10, 2020: Yes – 2,276 No – 2,051**

### **Article 8: Land Acquisition (Bond) \$1,200,000**

Shall the Town vote to raise and appropriate the sum of One Million Two Hundred Thousand Dollars (\$1,200,000) (gross appropriation) for the purpose of purchasing land identified as Tax Map 84, Lot 1595 and Tax Map 84, Lot 1614, for intersection improvements at Bridge Street, School Street, and Main Street, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than \$1,200,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain and accept any and all Federal, State or other Aid or other revenue source that may become available for said project, and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

*Needed 2,568 for 3/5 vote to pass.*

**Failed on official ballot vote on March 10, 2020: Yes – 2,313 No – 1,967**

## **TOWN MEETING RESULTS–MARCH 10, 2020**

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### **Article 9: West Duston Road Neighborhood Water and Sewer (Bond) \$1,600,000**

Shall the Town vote to raise and appropriate the sum of One Million Six Hundred Thousand Dollars (\$1,600,000) for water and sewer improvements in the West Duston Road neighborhood, and to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Six Hundred Thousand Dollars (\$1,600,000) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue, negotiate, sell, and deliver such bonds or notes and to determine the rate of interest thereon and the maturity and other terms thereof; to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

*Needed 2,355 for 3/5 vote to pass.*

**Passed on official ballot vote on March 10, 2020: Yes – 2,560 No – 1,698**

### **Article 10: Policy Brook Flood Hazard Mitigation (Bond) \$4,230,000**

Shall the Town vote to raise and appropriate the sum of Four Million Two Hundred Thirty Thousand Dollars (\$4,230,000) for two culvert replacements in the Policy Brook watershed at #142 Main Street and on the former railroad corridor adjacent to #72 South Broadway, to cover the costs associated with obtaining a bond issue for said project, and to authorize the issuance of not more than One Million Fifty-Seven Thousand Five Hundred Dollars (\$1,057,500) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); with the remaining balance of Three Million One Hundred Seventy-Two Thousand Five Hundred Dollars (\$3,172,500) to come from a Federal Emergency Management Agency (FEMA) Pre-Disaster Hazard Mitigation Grant; to authorize the Board of Selectmen to issue, negotiate, sell, and deliver such bonds or notes and to determine the rate of interest thereon and the maturity and other terms thereof; to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote. This project is contingent upon receiving the grant award from the Federal Emergency Management Agency (FEMA). *Needed 2,540 for 3/5 vote to pass.*

**Passed on official ballot vote on March 10, 2020: Yes – 2,628 No – 1,604**

### **Article 11: Stormwater Planning Project (CWSRF Loan) \$75,000**

Shall the Town vote to raise and appropriate the sum of Seventy-Five Thousand Dollars (\$75,000) for the purpose of stormwater planning work relative to management of the municipal storm drain system in accordance with the 2017 NH Small MS4 General Permit, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness. This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote. *Needed 2,591 for 3/5 vote to pass.*

**Passed on official ballot vote on March 10, 2020: Yes – 3,142 No – 1,176**

## **TOWN MEETING RESULTS—MARCH 10, 2020**

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### **Article 12: Wastewater Asset Management (CWSRF Loan) \$30,000**

Shall the Town vote to raise and appropriate the sum of Thirty Thousand Dollars (\$30,000) for the purpose of planning work relative to management of the municipal wastewater pump station system through the previously established Asset Management Plan development project, and to authorize the issuance of not more than \$30,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness. This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote.

*Needed 2,589 for 3/5 vote to pass.*

**Passed on official ballot vote on March 10, 2020: Yes – 3,201 No – 1,114**

### **Article 13: 2020 Operating Budget \$52,477,166**

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$52,477,166? (\$2,648,000 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$49,120,792 which is the same as last year, with certain adjustments required by previous action of the town or by law; or the Board of Selectmen may hold one special meeting in accordance with RSA 40:13, X and XVI to take up the issue of a revised budget only.

**Passed on official ballot vote on March 10, 2020: Yes – 2,617 No – 1,721**

### **Article 14: 2020 Road Construction and Engineering Program \$4,730,677**

Shall the Town vote to raise and appropriate the sum of Four Million Seven Hundred Thirty Thousand Six Hundred Seventy-Seven Dollars (\$4,730,677) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvements, and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

**Passed on official ballot vote on March 10, 2020: Yes – 3,212 No – 1,184**

### **Article 15: Traffic Signal System Optimization \$1,500,000**

Shall the Town vote to raise and appropriate the sum of One Million Five Hundred Thousand Dollars (\$1,500,000) for traffic signal system optimization with One Million Two Hundred Thousand Dollars (\$1,200,000) to come from a grant from the New Hampshire Department of Transportation grant, and to authorize the Board of Selectmen to apply for, accept, and expend, without further action by the town, unanticipated money from a state, federal, or other governmental unit or a private source, and take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work. This project is contingent upon receiving the grant award from New Hampshire Department of Transportation.

**Passed on official ballot vote on March 10, 2020: Yes – 3,108 No – 1,290**

## **TOWN MEETING RESULTS—MARCH 10, 2020**

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**Article 16: Salem Administrative and Technical Employees Union (SEA) \$36,864**  
**Collective Bargaining Agreement**

Shall the Town vote to approve the cost items included in the collective bargaining agreement reached between the Board of Selectmen and the members of the State Employees Association (SEA), Local 1984, which call for the following changes to salaries and benefits at the current staffing level:

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2020	\$36,864	1.9% Salary Adjustment Effective April 1, 2020

and further to raise and appropriate the sum of Thirty-Six Thousand Eight Hundred Sixty-Four Dollars (\$36,864) such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? Shall the Town, if article is defeated, authorize the governing body to call one special meeting, at its option, to address article cost items only?

**Passed on official ballot vote on March 10, 2020: Yes – 2,893 No – 1,279**

**Article 17: Establishment of an OPEB Trust \$50,000**

Shall the Town vote to authorize the establishment of an OPEB Trust (pursuant to RSA Chapter 31:19-c) for the purpose of paying for other post-employment benefits to employees and their beneficiaries after their termination of service as provided in law and administrative expenses and to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) towards this purpose, and to designate the Board of Selectmen as agents to expend?

**Passed on official ballot vote on March 10, 2020: Yes – 2,114 No – 1,946**

**Article 18: Change Elderly Exemption Threshold**

Shall the Town vote to modify the elderly exemption from property tax in the Town of Salem under RSA 72:39-a, based on assessed value, for qualified taxpayers, to be as follows: for a person 65 years of age up to 75 years \$82,000; for a person 75 years of age up to 80 years \$122,900; for a person 80 years of age or older \$163,800? To qualify, the person must have been a New Hampshire resident for at least three (3) years, own the real estate individually or jointly, or if the real estate is owned by such person's spouse, they must have been married for at least five (5) years. In addition, the taxpayer must have a net income of not more than \$36,150 or, if married, a combined net income of less than \$48,200; and own net assets not in excess of \$72,400 excluding the value of the person's residence.

**Passed on official ballot vote on March 10, 2020: Yes – 3,363 No – 827**

**Article 19: Change Disable Exemption Threshold**

Shall the Town vote to modify the disabled exemption on the principal place of abode of a disabled person in the amount of \$24,000, in accordance with RSA 72:37-b? No exemption shall be allowed unless the person applying for such exemption has, in the calendar year preceding April 1, a net income from all sources of less than \$36,150 for a single person, or less than \$48,200 for married persons. Further, no exemption shall be allowed where net assets, excluding the actual residence, are in excess of \$72,400. All applicants for the exemption must have been a New Hampshire resident for at least five (5) years.

**Passed on official ballot vote on March 10, 2020: Yes – 3,258 No – 838**



## **TOWN MEETING RESULTS–MARCH 10, 2020**

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### **Article 20: Remove Conservation Land Designation from Portions of Town Parcels**

Shall the Town vote to remove Conservation Land designation from portions of Town-owned parcels of land as follows:

- A. A 15-foot offset along the Emery Road right-of-way on #2 Emery Road (Map 70, Lot 4516), #6 Emery Road (Map 70, Lot 4515), and #8 Emery Road (Map 70, Lot 4514);
- B. A 20-foot offset along the Canobie Avenue right-of-way on #2 Emery Road (Map 70, Lot 4516);
- C. A 50-foot offset along the Emery Road right-of-way for a distance of 110 feet running westerly from the northeast corner of #26 Lake Shore Road (Map 79, Lot 4522);
- D. A 40-foot offset along the Lake Shore Road right-of-way of #26 Lake Shore Road (Map 79, Lot 4522)?

**Failed on official ballot vote on March 10, 2020:                      Yes – 2,049                      No – 2,064**

### **Article 21: Retain Town-Owned Property (Map 8, Lot 5900)**

Shall the Town vote, pursuant to RSA 80:80 (IV), to retain the following one (1) parcel of land for public uses, and further designate it as Conservation Land subject to the jurisdiction of the Conservation Commission in accordance with RSA 36-A:4?

- Off Partridge Circle, Map 8, Lot 5900

**Passed on official ballot vote on March 10, 2020:                      Yes – 3,338                      No – 765**

### **Article 22: Change Tax Collector Position from Elected to Appointed**

Shall the powers and duties of the office of collector of taxes be transferred from said office to that of town manager?

**Failed on official ballot vote on March 10, 2020:                      Yes – 1,741                      No – 2,562**

### **Article 23: Allow Sports Betting in Town of Salem**

By petition: Shall we allow the operation of sports book retail locations within the Town of Salem?

**Passed on official ballot vote on March 10, 2020:                      Yes – 2,877                      No – 1,554**

### **Article 24: Fund Kelley Library Employees' Economic Benefits                      \$20,322**

By Petition: Shall the Town vote to raise and appropriate a sum of Twenty Thousand Three Hundred Twenty-Two Dollars (\$20,322) being a 2.8% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost-of-living increase determined by the Social Security Administration?

**Passed on official ballot vote on March 10, 2020:                      Yes – 3,548                      No – 876**

### **Article 25: Discontinue a Portion of Ash Street**

By Petition: Shall the Town vote to discontinue the following described right-of-way or highways: A portion of Ash Street running from its western terminus approximately 130.7 feet to the western sideline of Ash Street, as shown on Property Tax Map 80?

**Passed on official ballot vote on March 10, 2020:                      Yes – 2,911                      No – 1,189**

***Total appropriations passed \$64,750,029.***

***This is a true copy of the results of the March 10, 2020 Ballot Vote.***

***Attest: Susan M. Wall, Town clerk***

2021  
Town Meeting  
Warrant



# **2021 WARRANT ARTICLES**

## **TOWN OF SALEM, NEW HAMPSHIRE**

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To the inhabitants of the Town of Salem in the County of Rockingham and the State of New Hampshire qualified to vote in Town affairs:

### **INFORMATIONAL VIRTUAL MEETINGS**

#### **SATURDAYS, JANUARY 30, 2021 & FEBRUARY 6, 2021**

#### **9:00 a.m.**

You are hereby notified the Town of Salem will be holding two informational virtual meetings to review the 2021 warrant articles that will be voted upon on Tuesday, March 9, 2021. The virtual meetings are scheduled for Saturday, January 30, 2021 and Saturday, February 6, 2021, both beginning at 9:00 a.m. The virtual informational meetings may be watched on the local cable access channel (Channel 23), via Livestream (<https://livestream.com/salemnh/21meeting>), or online at [sgc23.com](http://sgc23.com).

### **ANNUAL MEETING – VOTING**

Voting on warrant articles 1 through 23 shall be conducted by official ballot to be held in conjunction with Town Meeting voting on March 9, 2021. You are hereby notified to meet at your respective polling places as follows:

District 1	Fisk School
District 2	Soule School
District 3	Barron School
District 4	Ingram Senior Center
District 6	North Salem School

The polls will open at 7:00 a.m. and will not close before 7:00 p.m.

#### **Article 1: Approve Virtual Meeting Procedure and Format**

Shall the Town vote to approve the optional town meeting format and procedures, as authorized by NH House Bill 1129, which allows the Town to hold two virtual meetings on the proposed warrant articles, due to the Town's inability to hold in-person meetings during the state of emergency declared in response to the novel coronavirus disease (Covid-19)? If the optional procedures are not approved, all other warrant articles shall be deemed disapproved. However, the election of officers and action on other items on the initial ballot will be effective. If the optional voting procedures are approved, then all other votes on warrant articles shall be deemed the final action of the meeting, provided that if the operating budget warrant article is not approved, the governing body may vote to convene a meeting before September 1 to adopt an operating budget or elect to deem that the meeting has adopted the previous year's operating budget article, not including separate warrant articles.

## 2021 TOWN MEETING WARRANT & VOTERS GUIDE

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### Article 2: Choose All Necessary Town Officers for Ensuing Year

*(To be considered at the March 9, 2021 Ballot Voting)*

<b>Two for Selectman (3 Years)</b> Robert Bryant James Keller	<b>One for Library Trustee (3 Years)</b> Christopher George Amy S. Wallace
<b>One for Selectman (1 Year)</b> Michael Moore Susan Perrault Everett McBride Jr.	<b>One for Trustee of Trust Funds (3 Years)</b> Sean Lewis
<b>Three for Budget Committee (3 Years)</b> Lukasz “Luke” Mroz Jeffrey S. Boyer Peter Edgerly Sean Lewis	<b>Two for Planning Board (3 Years)</b> Robert Gibbs Paul Pelletier Keith Belair
<b>One for Budget Committee (1 Year)</b> Dane Hoover Donna Loranger	<b>Two for Zoning Board of Adjustment (3 Years)</b> George D. Perry Eugene J. Bryant Edward Huminick John J. Manning

### ZONING AMENDMENTS (new text in *italics*, deleted text in ~~strikethrough~~)

*Complete text available on Town website and at Town Hall.*

*(To be considered at the March 9, 2021 Ballot Voting)*

### Article 3: Revise Sign Ordinance

Shall the Town vote to adopt Amendment #1, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-702 as follows:

Deletions in ~~strikethrough~~, additions in *italics*

- A. Purpose. The ~~purpose~~ *intent* of this section is to regulate the erection of signs for the purpose of *protecting the health, safety and welfare of the public by* providing information and advertising in an orderly, effective and safe manner. Restrictions on type, location and size of signs *promote traffic safety, protecting* ~~protect~~ the public from hazardous and distracting displays. ~~And Furthermore, restrictions~~ *create an attractive environment which is conducive to business, industry, and tourism.*
- B. Definitions. ~~See~~ *All terms used in this section shall have the same meaning as defined in §490-107.*
- C. Administration and enforcement.
  - (1) A permit shall be applied for and received from the Building Department prior to erecting, (re)placing, rebuilding, reconstructing, or

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moving any sign *subject to this ordinance. Applicants shall use the permit form approved by the Building Department. A permit is not necessary for sign repair and maintenance.*

- (4) In accordance with RSA 676:17, any person who violates any part of this section shall be guilty of a misdemeanor and is subject to a fine of ~~\$100 for each day the violation continues after written notification.~~ *\$275 for the first offense, and \$550 for subsequent offenses, for each day that such violation is found to continue after the conviction date or after the date on which the violator receives written notice from the municipality that the violator is in violation, whichever is earlier.*
- (5) *Notwithstanding anything in this Ordinance, no sign or sign structure shall be subject to any limitation based upon the content or viewpoint of the message contained on such sign or displayed on such sign structure.*
- (6) *Whenever a sign permit or other approval is subject to discretion, such discretion shall not be exercised as to message content or viewpoint, but instead shall be directed to structural and location factors, including, as applicable:*
  - a. Whether the location and placement of the sign will endanger pedestrians or vehicle traffic by interfering with vision or by obscuring a clear view or by confusion or by some other means;*
  - b. Whether the sign will cover, blanket or interfere with any prominent view of a structure or façade of historical or architectural significance;*
  - c. Whether the sign will obstruct views of users or adjacent buildings to side yards, front yards or open space;*

D. Permitted signs. Notwithstanding any provisions of this section to the contrary, to the extent that this section permits a sign containing commercial copy, it shall permit a noncommercial sign to the same extent.

- (1) Within any Residential, Rural, Recreational, or Garden Apartment District, signs or nameplates ~~advertising those uses permitted in the respective district~~ are permitted with a thirty-foot setback as follows:
  - (a) *For single-family structures, one identification sign for which the display area shall not exceed four square feet or eight square feet per duplex.*
  - (c) ~~identification sign not exceeding a total of 16 square feet.~~
- (2) Within any Commercial-Industrial, Business Office or Industrial District, or Limited Community Shopping District, signs are permitted

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in accordance with the following table<sup>12</sup> and as restricted by the following subsections:

- (f) ~~Commercial temporary signs. [Amended by the 2009 Town Meeting]~~
  - (1) ~~A poster or banner that does not exceed 20 square feet in size is permitted on a building or wall or on an existing freestanding sign, or one A-frame/sandwich board sign up to nine square feet in size and no taller than three feet is permitted up to 14 days at a time up to three times per calendar year. Permits are required for these temporary signs.~~
  - (2) ~~A sign described in Subsection D(2)(f)[1] above, or a portable or wheeled sign, is allowed for 30 days upon the opening of a new business. [Amended by the 2011 Town Meeting]~~
- (h) Directional signs. *In order to maintain public safety and address adverse effects that signs may have on traffic and pedestrian safety one such directional sign is permitted near each driveway path (i.e., lane). The area of each sign may not exceed four square feet. Such signs shall be limited to "in," "out," "enter," "exit," etc. Directional signs shall not be used to advertise the business or products on site.*
- (j) ~~Signs allowed without permits (provided all other provisions of this section are met):~~
  - (1) ~~Real estate signs. One real estate "for sale," "for rent" or "for lease" sign is permitted, provided that:~~
    - (a) ~~The size of the sign shall not exceed six square feet in area in districts zoned Residential, Rural, or Recreational or 20 square feet in all other districts.~~
    - (b) ~~The sign advertises only the premises on which it is located and is removed promptly after completion of the sale or rental.~~
  - (2) ~~Construction signs. Construction signs are permitted, provided that:—~~
    - (a) ~~The total area of all signs shall not exceed 20 square feet per lot in districts zoned residential or rural or 32 square feet in all other districts.~~

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*12. Editor's Note: The Table of Permitted Signs is included as an attachment to this chapter.*

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- ~~(b) The signs are to be maintained on the premises during actual construction and must be removed two days after issuance of a certificate of occupancy.~~
- ~~(3) Political signs shall conform to all New Hampshire state statutes. [Amended 2011 Town Meeting]~~
- ~~(4) Nameplates for residential uses, but not exceeding four square feet per single family residence or eight square feet per duplex.~~
- (k) ~~Temporary signs relating to a qualifying event, subject to the following restrictions: [Added by the 2014 Town Meeting]~~
  - ~~(1) Signs shall be no greater than three feet in height and nine square feet in size.~~
  - ~~(2) No more than two signs shall be displayed on a single property at any time.~~
  - ~~(3) Signs may not be illuminated.~~
  - ~~(4) For qualifying events occurring three times per calendar year or less, signs may be displayed for up to two weeks prior to the event plus the duration of the event but shall be removed within 48 hours after the event concludes. For qualifying events occurring more than three times per calendar year, signs may be displayed for six hours prior to the event plus the duration of the event but shall be removed within six hours after the event concludes. [Amended by the 2015 Town Meeting]~~
  - ~~(5) Signs may be located off site and shall be placed at grade level. Signs may be placed on private property in any zoning district with the permission of the private property owner.~~
  - ~~(6) Signs shall not be located in the public right of way or on Town-owned property, on fences, boulders, planters, trees, other signs, vehicles, utility facilities, or any structure.~~
  - ~~(7) For the purposes of this section, a qualifying event shall be a special event taking place in the Town of Salem and occurring no more than three times per calendar year. Qualifying events shall include festivals, craft fairs, farmers' markets, and similar activities which are organized by or for the benefit of a not-for-profit organization registered with, or eligible to be registered with, the State of New Hampshire Attorney General's Office, Division of Charitable Trusts, or that is duly~~



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~~organized, or eligible to be organized, pursuant to RSA 292 et seq.~~

(8) ~~Permits are required for these signs.~~

### E. Prohibited signs and materials.

(1) Animated, moving, flashing, and intensely lighted signs and signs that emit audible sound, noise, or visible matter. This includes scrolling, flashing, or repeating messages, images or displays. Electronic reader boards and electronic changeable copy signs are prohibited. ~~except that the Planning Board may grant a conditional use permit under § 490-702H for static electronic price change signs for gas stations.~~  
**{Amended by the 2020 Town Meeting}**

(4) Signs located on public property or over or across any public street or right-of-way. Special permission for such signs may be granted by the Board of Selectmen where a public benefit can be ascertained. *An applicant seeking such special permission shall submit a request to the Building Department. In such situations the sign shall be at an adequate height so as not to interfere with pedestrians, vehicular traffic, or snow removal in the right-of-way.*

(6) *In order to maintain public safety, signs which imitate, and may be confused with, an official traffic control sign or signal or an emergency or road equipment vehicle.*

~~(7) Signs which bear or contain statements, words or pictures of an obscene, pornographic or immoral character or which contain advertising matter, which is untruthful, or as otherwise prohibited by state law.~~

### G. Nonconforming signs.

(1) A sign shall immediately lose its legal nonconforming status when:  
(d) ~~The sign advertises or calls attention to any products, businesses or activities which have not been carried on or sold at the premises for the past six months.~~

### I. Temporary Signs

a. *Temporary signs are permitted in accordance with the attached table<sup>13</sup>.*

J. *No discrimination against non-commercial signs or speech. The owner of any sign which is otherwise allowed under this section may substitute non-commercial copy in lieu of any other commercial or non-commercial copy. This substitution of copy may be made without any additional approval or permitting. The purpose of this provision is to prevent any inadvertent favoring of commercial speech over non-commercial speech or favoring of any particular non-commercial message over any other non-commercial message.*

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13. Editor's Note: The Table of Permitted Temporary Signs is included as an attachment to this chapter.

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K. *This provision prevails over any more specific provision to the contrary. This provision does not create a right to increase the total amount of signage on a parcel or allow the substitution of an off-site commercial message in place of an on-site commercial message.*

L. *Severability Clause. The invalidity of any section or provision of this chapter shall not invalidate any other section or provision thereof.*

*Table of Permitted Temporary Signs*

<b><i>Residential, Rural, Recreational, Garden Apartment District, or Manufactured Housing Park District</i></b>	<b><i>Max number &amp; square feet (SF) area</i></b>	<b><i>Maximum duration (days)</i></b>
Additional sign(s) when there is a construction project or maintenance, as sign advises the public of construction or maintenance and associated hazards.	Combined area 20 SF	From the issuance of the construction permit until two days after issuance of a certificate of occupancy.
Additional sign when lot is for sale, lease or rent, as sign provides essential wayfinding, enhancing traffic safety.	1 at 6 SF	While for sale, lease or rent.
Additional sign when there is a onetime event, as sign will notify traveling public of event and possible increased activity.	2 ground-mounted signs, each no greater than 3 feet in height and 9 SF in size	14 days at a time up to three times per calendar year.
<b><i>Commercial-Industrial, Business Office or Industrial District, Limited Community Shopping District, or Town Center District</i></b>	<b><i>Max number &amp; square feet (SF) area</i></b>	<b><i>Maximum duration (days)</i></b>
Ground mounted sign, or poster or banner on a building, wall or an existing freestanding sign, or A-frame/sandwich board*	1 ground mounted sign at 9 SF, or 1 poster/banner at 20 SF, or 1 A-Frame/Sandwich Board at 9 SF	14 days at a time up to four times per calendar year
Additional sign(s) when there is a construction project or maintenance, as sign advises the public of construction or maintenance and associated hazards.	Combined area of 32 SF	From the issuance of the construction permit until two days after issuance of a certificate of occupancy.
Additional sign when lot is for sale, lease or rent as sign provides essential wayfinding, enhancing traffic safety.	1 at 20 SF	While for sale, lease or rent
Additional sign when there is a onetime event, as sign will notify traveling public of event and possible increased activity.	2 ground-mounted signs, each no greater than 3 feet in height and 9 SF in size	14 days at a time up to three times per calendar year.

**NOTES:** \*Permits are required for these signs.

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### § 490-107. Definitions.

As used in this chapter, the following terms shall have the meanings indicated:

~~SIGN, CONSTRUCTION: A temporary sign identifying an architect, contractor, lender and/or material supplier participating in construction on the property on which the sign is located.~~

~~SIGN, NAMEPLATE: A nonelectric on-premises residential identification sign giving only the name, address, and/or occupation of an occupant or group of occupants.~~

~~SIGN, REAL ESTATE: A temporary sign advertising the real estate upon which the sign is located as being for rent, lease, or sale.~~

### Article 4: Add New Solar Energy Ordinance

Shall the Town vote to adopt Amendment #2, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Add Section 490- as follows:

- A. *Authority. This ordinance is enacted pursuant to RSAs 672:1 III-a, 674:17 I.(j), and 674:36 II. (k), as amended.*
- B. *Purpose. The purpose of this section is to accommodate solar energy collection systems and distributed generation resources in appropriate locations, while protecting the public's health, safety and welfare, and the environment. The Town intends to facilitate the State and National goals of developing clean, safe, renewable energy resources in accordance with the enumerated polices of NH RSA 374-G and 362-F.*
- C. *Definitions. See § 490-107.*
- D. *Categories of Use.*
  - (1) *Municipal Solar Energy Systems. All solar collection systems for municipal use are exempt from land use regulations pursuant to NH RSA 674:54.*
  - (2) *Roof- or Building-Mounted Systems*
    - (a) *Roof- or building-mounted systems are permitted on all buildings in all districts, regardless of primary building use, subject to the issuance of a building permit and compliance with the following.*
      - i. *All roof- or building-mounted systems shall comply with all relevant building and fire codes.*
      - ii. *The amount of energy that can be generated with roof top systems shall comply with the limits prescribed by the New Hampshire Public Utilities*

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*Commission. Generation levels will be limited by available roof area and limitations associated with building and fire standards.*

- iii. *Roof- or building-mounted systems are exempt from building height standards. However, systems that extend above the roofline shall be located and designed to minimize visual impacts to abutting properties.*

### *(3) Freestanding Solar Energy Systems (Ground-Mounted)*

#### *(a) General standards that apply to all Freestanding Solar Energy Systems:*

- i. *Systems shall comply with applicable state and federal laws and regulations and local ordinances, including the State Building Code, the State Electrical code and the State Fire Code.*
- ii. *Systems shall be considered structures and shall comply with building setback requirements from lot lines for the entire system.*
- iii. *Systems shall be considered impervious surface. Systems shall be subject to maximum lot coverage addressed in accordance with the Town of Salem Zoning Dimension Restrictions Table.*
- iv. *To the maximum extent practical all wiring associated with the utility connection shall be underground.*
- v. *Systems shall be located to minimize visual impacts to abutting properties and the road. To the greatest extent possible, sites shall be designed to preserve and take advantage of existing vegetation, topography or structures to screen the freestanding system from abutting properties and roads. If existing vegetation or other site characteristics cannot be preserved or do not exist to adequately screen the system, additional landscape screening shall be provided.*
- vi. *Solar panels shall have anti-reflective coatings.*

#### *(b) Single-Family or Duplex Residential Solar Energy Systems - an onsite, accessory use - are permitted in all districts subject to issuance of a building permit and the following:*

- i. *Systems shall be designed at a scale that balances energy generation with the projected energy needs of the principal residential use and any permitted accessory uses.*
- ii. *Systems shall be sited on relatively level ground and in locations that minimize the need for clearing of forest and site grading. All disturbed soils shall be properly stabilized and revegetated.*

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- iii. *Systems shall be located to rear of the property between the rear of the building and the rear property line when feasible and shall provide screening to minimize adverse visual impacts from the street and abutting residential properties.*
- (c) *Multiunit Residential or Nonresidential Solar Energy Systems - an onsite accessory use serving the primary uses of the property - are permitted in all districts, subject to Planning Board Site Plan Review, issuance of a building permit, and the following:*
  - i. *System shall be designed at a scale that balances energy generation with the projected energy needs of the principal uses of the property.*
  - ii. *Systems shall be sited to minimize the need for clearing of forest and site grading and all disturbed soils shall be properly stabilized and revegetated.*
  - iii. *Systems shall be located in the rear of the property between the building and rear property line when feasible and shall provide screening to minimize adverse visual impacts from the street and abutting residential properties. Systems may not be sited in the front of a building unless adequately screened, as determined during site plan review.*
  - iv. *Systems are permitted to be mounted on the roof structure of carports over parking areas.*
- (d) *Commercial Solar Energy Systems – a principal use - are permitted in the Rural, Commercial-Industrial, Business Office or Industrial District, subject to Planning Board Site Plan Review, issuance of a building permit, and the following:*
  - i. *Systems shall be sited to minimize the need for clearing of forest and site grading and all disturbed soils shall be properly stabilized and revegetated.*
  - ii. *Lighting. On site lighting shall be minimal and limited to access and safety requirements only. All lighting shall be downcast and shielded from abutting properties.*
  - iii. *Emergency Response. In order to ensure sufficient emergency response, the following shall be provided.*
    - *Access to the site for emergency response shall be detailed on the plan. Aisle width should be reviewed by the fire department for access for emergency vehicles with a turnaround.*

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- *A narrative or manual for the fire department detailing response guidance and disconnection locations necessary for fire response.*
- *Additional industry guidance documents that provide information about safety procedures for specific equipment on site shall be provided as needed to ensure adequate public safety.*
- *Contact information for the solar collection system owner/operator shall be posted on site at the access way and provided and updated to the municipality.*

(e) *Maintenance.*

- A solar energy system shall be maintained in good condition. Maintenance shall include, but not be limited to, painting, structural repairs, and integrity of security measures. A solar energy system must be kept free of all hazards, including but not limited to, faulty wiring, loose fastenings, being in an unsafe condition or detrimental to public health, safety or general welfare. Site access shall be maintained to a level acceptable to the Town fire chief.*

(f) *Abandonment and Decommissioning*

- The owner of a solar system shall remove panels, ground-mounted structures, anchors, underground utility lines, equipment shelters, security fencing, and other facilities from the site within one hundred and twenty (120) days of discontinuance or abandonment of the system. The site must be restored and left in a stable, noneroding, litter-free, and attractive condition.*
- In order to ensure that such removal takes place, a decommissioning bond for Multiunit Residential or Nonresidential Solar Energy Systems, and Commercial Solar Energy Systems, shall be provided for in a form, and an amount that is acceptable to the Planning Board, equal to the estimated cost of removal of the approved facilities. The performance guarantee can be used by the owner of the facility, with prior written approval of the Town, to pay removal costs. Any remaining funds will be returned to the owner upon the successful removal of discontinued or abandoned facilities. If the owner fails to remove the facilities or to properly restore the site, the Town may utilize these funds to pay for such removal, thirty (30) days after sending written notification by certified mail of the Town's intent to remove.*

(g) *Violation. It is unlawful for any person to construct, install or operate a Solar Energy System that is not in compliance with this section. Solar Energy Systems installed prior to adoption of this section are exempt from this section except when modifications are proposed to the Solar Energy System.*

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- (h) *Penalties. Any person who fails to comply with any provision of this section or a building permit issued pursuant to this section shall be subject to enforcement and penalties allowed by RSA 676:17.*
- (i) *Severability Clause. The invalidity of any section or provision of this chapter shall not invalidate any other section or provision thereof.*

### **§ 490-107. Definitions.**

*As used in this chapter, the following terms shall have the meanings indicated:*

**COMMERCIAL SOLAR ENERGY SYSTEM**—*A freestanding solar energy system serving as a principal use designed to generate energy for use off site.*

**FREESTANDING SOLAR ENERGY SYSTEM** — *A ground-mounted solar energy system, including but not limited to fixed, passive or active tracking racking systems. These systems include a system mounted on top of a freestanding car port designed and constructed specifically for mounting a system over a parking lot.*

**MULTIUNIT RESIDENTIAL OR NONRESIDENTIAL SOLAR ENERGY SYSTEM** — *A freestanding solar energy systems serving an accessory use that is designed to provide energy for all uses other than single-family or duplex residences – multiunit developments, commercial uses, other nonresidential uses, mixed uses, and shared systems.*

**ROOF- OR BUILDING-MOUNTED SOLAR ENERGY SYSTEM** — *A solar energy system that is attached to and supported by a building. These systems may include limited accessory equipment that is ground-mounted. For purposes of calculating solar land coverage, if the system is made up of both roof- and ground-mounted systems, the roof-mounted portions shall be excluded.*

**SINGLE-FAMILY OR DUPLEX RESIDENTIAL SOLAR ENERGY SYSTEM** — *A freestanding solar energy system serving as an accessory use that is designed to provide energy for the property.*

**SOLAR ENERGY**— *Radiant energy received from the sun at wavelengths suitable for conversion into thermal or electrical energy.*

**SOLAR ENERGY SYSTEM** — *a structure and the related components used to transform solar energy into electricity (through solar photovoltaic system) or heat (through a solar thermal system).*

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### Article 5:     **Revise Open Space Preservation Ordinance**

Shall the Town vote to adopt Amendment #3, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-704 as follows:

- A. General description. This section applies to the Residential and Rural Districts.
  - (3) Authority. In order to allow OSPD under the powers granted under RSA 674:21, the Planning Board may waive the restrictions in § 490-202 (except maximum height) ~~and § 490-804~~ in the Residential or Rural Districts for new subdivisions on lots of 15 acres or more, provided that the criteria in this section are met.
- B. Purposes. The purposes of OSPD are to:
  - (1) *Preserve large, contiguous parcels of open space throughout the Town as described in the Salem Master Plan and Open Space Report. Preserve this undeveloped land in its existing natural state in order to protect valuable land and water resources for conservation, forestry, agriculture, aquifer recharge, watershed protection, wildlife habitat, outdoor recreation, and scenic and historic values beyond the extent provided by existing regulations.*
- C. Review and approval process.
  - (2) Preapplication meetings. Prior to the submission of any final plans, applicants are encouraged to prepare conceptual plans under both conventional and OSPD regulations, review these plans with the Planning Director, then review the plans with the Planning Board *and Conservation Commission* at a regularly scheduled meeting.
  - (3) *Proposed use. The proposed use of the open space shall be specified in the application. If several uses are proposed, the plans shall specify what uses will occur in what areas. The Planning Board shall have the authority to approve or disapprove particular uses proposed for the open space.*
- D. Density standards.
  - (3) ~~Incentive provision. To encourage the preservation of open space within the remaining large undeveloped parcels in the community, the Planning Board may, at its discretion, award a density bonus not to exceed 20% of the conventional number of lots allowed in a subdivision (rounded to the highest number after 0.6) if the following criteria are met:~~
    - (a) ~~Initial parcel size of 40 acres or greater; and~~
    - (b) ~~The Planning Board determines that the location of open space and house lots demonstrates conformance with the purposes and site design guidelines in Subsections B and G of this section.~~

*Incentive provision. If the initial parcel size is 40 acres or greater; and the proposed development meets or exceeds three (3) of the following five (5) criteria, the Salem Planning Board may award the development a density bonus not to exceed 10% of*



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*the conventional number of lots allowed in a subdivision. Development density bonuses shall only be awarded to applicants that have reviewed conceptual plans with the Planning Board and Conservation Commission.*

- (a) *Where the proposed development designates 70% or more of the total parcel as open space protected as such in perpetuity.*
- (b) *Public access bonus. Where the public is granted access to the open space. The nature of public access required to trigger this bonus is pedestrian traffic. The instrument granting access, acceptable to the Planning Board, may reasonably restrict the use of motorized vehicles.*
- (c) *Agricultural lands and use bonus. Where the development protects agriculturally valuable lands and provides permission for their use as such in perpetuity. The open space portion preserved for agricultural use must amount to a minimum of 10 acres and must either have been historically farmed or contain good soils for farming and be reasonably accessible. The instrument granting use, acceptable to the Planning Board, may reasonably restrict the type or intensity of farming to occur to prevent nuisances. This provision only requires that permission is reasonably available, the fact that agricultural uses are not pursued at any particular time does not affect the validity of the bonus.*
- (d) *Existing roadway buffer. Where the development has more than 250 feet of frontage on existing public roadways, and at least 200 feet of undisturbed buffer is provided in perpetuity.*
- (e) *Open fields. Where existing open fields are visible from public roadways and greater than 5 acres in size, and the site preserves these fields in perpetuity.*

### E. Open space standards.

- (2) Minimum required open space. At least 50% of the *upland portion of the site* must be reserved in perpetuity as common open space. Of the minimum open space required, at least 50% must consist of ~~nonwetland soils and~~ soils with slopes less than 25%. Open space dedicated in excess of the minimum required area may contain any percentage of wetland soils or steep slopes. ~~Open water may not be used to meet more than 25% of the open space requirement.~~
- (3) Protection, ownership and management. All common open space shall be permanently protected by covenants and restrictions in perpetuity, approved by *the Planning Board after review by the Conservation Commission*, and:

### F. Dimensional standards for building lots.

- (1) Zoning dimensions.
  - (b) Frontage. The minimum lot frontage shall be 75 ~~100~~ feet. Individual lot frontages may be further reduced ~~to 75 feet when fronting on curved streets, or~~ when the Planning Board determines that the purposes and standards of this section are better met, provided that in no case shall there be less than 100 feet of lot width at the building line.

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### G. Site design guidelines.

- (3) *External Buffer. A minimum buffer of undisturbed vegetation of at least 50 feet in width from the outer perimeter of the parcel shall be established. This external buffer shall be maintained in a naturally vegetated state to screen and buffer the development and may account for up to 25% of the minimum required open space. This setback may be eliminated where the proposed development abuts existing permanent open space.*

### Article 6: **Revise Depot Village Overlay Ordinance**

Shall the Town vote to adopt Amendment #4, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-602 as follows:

Deletions in ~~strikethrough~~, additions in *italics*

- A. Purpose. It is the purposed of this ~~overlay~~ district to:
- 6) Allow for more compact development ~~than may be permitted in other zoning districts~~ to reduce the impacts of sprawl and traffic congestion.
- B. Applicability and administration.
- 1) ~~The Depot Village District is hereby established and consists of those areas shown on the Town of Salem Zoning Map on file with the Town Clerk. The district boundaries are as indicated on the Zoning Map. The Depot Village Overlay District encompasses land located within the following underlying zoning districts: Commercial Industrial A, B and C, Business Office I, Industrial, and Residential. The provisions of this overlay district are superimposed over the underlying existing zoning districts. Applicants are encouraged, but not required, to use the provisions of this overlay district.~~
- 2) ~~The Planning Board shall be the permit granting authority for the Depot Village Overlay District and is responsible for administering this section as an innovative land use pursuant to RSA 674:21.~~
- C. Review procedure.
- 1) Applicants seeking approval to develop a project pursuant to this section are ~~encouraged~~ *required* to meet with the Planning Board prior to submitting a formal application to the Board. The purpose of the meeting is to present the proposed project informally and to understand the development standards established pursuant to this section.
- D. Allowed and prohibited uses.
- 1) The following shall be permitted uses:
- b) Multifamily housing in a mixed-use development with no more than ~~12-20~~ units per acre *for market-rate housing and 30 units per acre for workforce housing.*

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- p) *On-site craft production and retail sale, where production and assembly of goods involves the use of hand tools and/or other small-scale equipment.*
      - 2) The following shall be prohibited uses:
        - h) *Adult sexually oriented businesses.*
        - i) *Facilities offering games of chance for charitable organizations, as defined in RSA 287-D.*
  - E. Restrictions.
    - 3) Maximum residential density shall be ~~12-20~~ units per acre *for market-rate housing and 30 units per acre for workforce housing.*
  - F. Parking areas. The following guidelines are included to ensure that new and renovated off-street parking areas are constructed in accordance with the district's desired design character, the provisions of this section, and other ~~city~~<sup>town</sup> ordinances pertaining to parking. ~~1. Editor's Note: So in original.~~
    - 1) Parking lots for new construction are prohibited within the front yard ~~unless no other location is feasible.~~ Parking lots that abut public rights-of-way or grade parking under the building shall be screened with one or a combination of the following:
      - a) A low wall made of concrete, masonry or other suitable material not exceeding a height of ~~2.5~~ 4 feet.
    - 5) Shared or reduced parking.
      - b. Conditional use permit.
        - iii. A determination shall be made by the Planning Board that:
          - a. The shared parking is no more than ~~500~~ 1,000 feet from each use sharing the parking facility;
  - G. Curb cuts.
    - 1) Developments shall be designed in a manner that minimizes the number of curb cuts on primary streets. ~~To the extent feasible,~~ Access to businesses shall be provided through one of the following methods:
  - H. Performance standards.
    - 1) Pedestrian and bicycle access. Provision for safe and convenient pedestrian access shall be incorporated into plans for new construction of buildings and parking areas and should be designed in concert with landscaping plans noted below. Site plans in the Depot Village District should provide for continuity from sidewalks in public streets to all pedestrian entrances on the site, and walkability should be given primary importance over road speed and other access criteria. New construction should improve pedestrian access to buildings, sidewalks and parking areas and should be completed with consideration of pedestrian safety, handicapped access and visual quality. Where appropriate, applicants are encouraged to provide pedestrian and/or bicycle paths ~~(or connection to the proposed bicycle rail trail)~~ connecting the site with abutting areas in order to promote pedestrian and bicycle circulation and safety in the Depot Village. When parking is located in the rear, pedestrian access via a pedestrian-

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oriented alley or walkway through to the primary street is encouraged. Bicycle and pedestrian access that provides connections between developments should be established. Connections with the ~~rail-trail~~ Salem Bike-Ped Corridor should also be ~~provided~~ prioritized.

- 3) Design regulations.
  - i) Signs.
    - vi. All sign illumination shall be external. Neon, fluorescent, and LED lighting ~~is not allowed~~. Sign lighting shall comply with § 490-702D(2)(i).

### **Article 7: Require Workforce Housing in New Multi-Family Projects**

Shall the Town vote to adopt Amendment #5, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Add a new Section 490-817 as follows:

*At least 10% of the total dwelling units in all new multifamily housing projects which exceed the density allowed in the underlying zoning district shall be dedicated as affordable to moderate-income households, defined as being available at a cost of no more than 30% of gross household income of households at or below 60% of the Lawrence, MA PMSA - NH Portion median income as reported by the U.S. Department of Housing and Urban Development.*

### **Article 8: Combine In-Law and Accessory Apartment Provisions**

Shall the Town Vote to adopt Amendment #6, as proposed by the Planning Board, to amend the Salem Zoning Ordinance as follows:

Revise Section 490-801 and eliminate Section 490-802 as follows:

#### Section 490-801. Accessory apartments.

B.

- (4) Only two bedrooms are permitted in the accessory apartment, and the apartment may not exceed 950 square feet of floor space. ~~The limit of 950 square feet shall not apply to conversion of in-law apartments having a permit as of December 28, 1988, provided they meet all other requirements of this section.~~

#### ~~Section 490-802. In-law apartments.~~

~~A. In-law apartments are allowed in the Residential, Rural and Recreational Districts.~~

~~B. In-law use within a single family dwelling shall meet the following criteria:~~

- ~~(1) In-law use shall be recorded by deed addendum.~~
- ~~(2) Separate utility service connections shall not be allowed.~~
- ~~(3) Common access between units shall be provided.~~
- ~~(4) The structure's exterior appearance and the entrances to the dwelling shall be consistent with a single family residence.~~
- ~~(5) Where municipal sewer is not provided, the septic system shall meet requirements for the combined use. In new construction, the septic system shall be designed for duplex use.~~
- ~~(6) Use shall be by members of the immediate family of the principal owner-occupant of the dwelling.~~

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~~(7) It shall be contrary to this chapter to provide in-law use in duplexes or multifamily dwellings.~~

~~(8) The apartment shall not exceed 950 square feet of floor space.~~

~~C. In the Recreational District, the following additional criteria shall be met:~~

~~(1) A septic system site assessment which meets the requirements of RSA 485-A:39 and Part Env Ws 1025<sup>1H</sup> shall be submitted to the Engineering Department prior to issuance of a permit for the in-law apartment.~~

~~(2) In-law use may occur only on those lots having not less than 10,000 square feet.~~

### **Article 9: Rezone Portion of Land on Hagop Road and South Broadway**

Shall the Town vote to adopt Amendment #7, as proposed by the Planning Board, to amend the Salem Zoning Ordinance and Zoning Map as follows:

Rezone that portion of the parcel of land designated as Map 127, Lot 9066, that lies within two hundred seventy-four feet (274') of the Westerly sideline of South Broadway (Route 28) from Garden Apartment District to Commercial-Industrial C District.

### **Article 10: Rezone Portion of Land off Delaware Drive**

Shall the Town vote to adopt Amendment #8, as proposed by citizen petition, to amend the Salem Zoning Ordinance and Zoning Map as follows:

Rezone that portion of Map 125, Lot 10935, at 18 Delaware Drive, zone Rural, adjacent to the ReEnergy Construction and Demolition Debris business to Commercial Industrial B (The lot is currently partially Rural and partially Commercial Industrial B).

The Planning Board recommends approval of this amendment.

## **BONDS AND OTHER ARTICLES**

### **Article 11: Various Town Vehicles Lease/Purchase**

**\$957,837**

Shall the Town vote to authorize the Board of Selectmen to enter into long-term/purchase agreements payable over a term of 36 months in the amount of Nine Hundred Fifty-Seven Thousand Eight Hundred Thirty-Seven Dollars (\$957,837) for the purchase/lease of an ambulance and a truck for the Fire Department, two utility command vehicles for the Police Department, a front-line utility truck, a large dump truck, and a large six-wheel multipurpose truck for the Municipal Services Department, and to raise and appropriate the sum of Three Hundred Thirty-Six Thousand Two Hundred Forty-Nine Dollars (\$336,249) for the first year's payment?

Requires a 3/5 Ballot Vote.

Recommendations: Board of Selectmen: With

Budget Committee: With

*Background: This warrant article seeks funding to enter into a long-term lease/purchase to obtain a new ambulance and truck for the Fire Department; two utility command vehicles for the Police Department; and a frontline utility truck, a large dump truck, and a large six-wheel multipurpose truck for the Municipal Services Department.*

*Municipal services with be replacing a large six-wheel dump truck with a similar vehicle that is a frontline plow and salting truck vital to our town wide safety in our Winter Emergency Operation*

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*Plan. It is also utilized for hauling all construction materials such as gravel, stone, hot top, and soil for the completion of work projects. The large six-wheel multipurpose truck will replace two aging vehicles and be used for many tasks as different bodies will be able to be attached and removed depending on the situation. The front-line utility truck is for an on-call working foreman and utilized for snow removal operations, year-round emergencies, and daily operations.*

*Originator: Board of Selectmen  
Funding Source: Property Tax  
Rate Impact: \$0.07*

**Article 12: BY PETITION: Samoset Drive Neighborhood Water (Bond) \$0.00**

**By Petition:** Shall the Town vote to raise and appropriate the sum of Zero Dollars (\$0) for the purpose of water improvements in the Samoset Drive neighborhood, including but not limited to a portion of Lake Street, all of Samoset Drive, Penobscot Avenue, Mascoma Road and Kiowa Road, and to cover the costs associated with obtaining a bond issue for said project, to authorize the issuance of not more than Zero Dollars (\$0) of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to apply for, obtain, and accept any and all Federal, State or other Aid or other revenue source that may become available for said project and to comply with all laws applicable to said project; to authorize the Board of Selectmen to issue, negotiate, sell, and deliver said bonds and notes and to determine the rate of interest thereon and the maturity and other terms thereof; and to authorize the Board of Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto, including acquiring or conveying interests in real property necessary to complete this work? Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: Without                      Budget Committee: Without

*Background: This bond article was submitted via citizen petition and seeks to have waterlines installed in the Samoset Drive area. At the second information meeting, the Petition requested the Board of Selectmen bring the appropriation to zero.*

*Originator: Board of Selectmen  
Funding Source: Water Rate  
Rate Impact: \$0.00*

**Article 13: Stormwater Planning Project (CWSRF Loan) \$75,000**

Shall the Town vote to raise and appropriate the sum of Seventy-Five Thousand Dollars (\$75,000) for the purpose of stormwater planning work relative to management of the municipal storm drain system in accordance with the 2017 NH Small MS4 General Permit, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33, as amended); to authorize the Board of Selectmen to issue and negotiate such bonds or notes and to determine the rate of interest thereon, and to further authorize the Board of Selectmen to offset a portion of said appropriation by applying for a Clean Water State Revolving Fund (CWSRF) loan, it being understood that repayment of the loan may include up to 100% principal forgiveness? This project is contingent upon approval of a CWSRF loan application. Requires a 3/5 ballot vote.

Recommendations: Board of Selectmen: With                      Budget Committee: With

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*Background: This project includes tasks to assist the Town in complying with the requirements of the MS4 (Small Municipal Separate Storm Sewer) Permit which regulates stormwater discharges specifically to focus on impairments where the receiving water already has an approved TMDL (Total Maximum Daily Load), while also meeting broader watershed management goals. The proposed project work will focus on Captain's Pond, a waterbody with a phosphorus impairment and approved TMDL, to develop a Watershed Management Plan addressing key components of a Phosphorus Source Identification Report (PSIR) in accordance with MS4 General Permit requirements.*

*Originator: Board of Selectmen  
Funding Source: Loan – Principal Forgiveness  
Rate Impact: \$0.00*

### **Article 14: 2021 Operating Budget** **\$53,937,337**

Shall the Town vote to raise and appropriate as an operating budget, not including appropriations by special warrant articles and other appropriations voted separately, the amounts set forth on the budget posted with the warrant or as amended by the vote of the first session, for the purposes set forth therein, totaling \$53,937,337? (\$2,179,265 to come from unassigned fund balance as a revenue offset). Should this article be defeated, the default budget shall be \$52,761,846, which is the same as last year, with certain adjustments required by previous action of the town or by law.

Recommendations: Board of Selectmen: With Budget Committee: With

*Background: This article provides funding for the recurring annual operating costs of providing a broad range of public services to the community. Please review the financial report and recommendations of the Budget Committee detailed in the warrant as shown on the MS-737 Form. The operating budget is a "bottom line budget" by law in New Hampshire. Therefore, the final vote taken on this article will be based on the aggregate appropriation.*

*Originator: Board of Selectmen  
Funding Source: Property Tax Water Rate Sewer Rate  
Rate Impact: \$6.23 \$3.70 \$4.85*

### **Article 15: 2021 Road Construction and Engineering Program** **\$3,630,677**

Shall the Town vote to raise and appropriate the sum of Three Million Six Hundred Thirty Thousand Six Hundred Seventy-Seven Dollars (\$3,630,677) to be added to the Roadway Capital Reserve Fund previously established in 1990 for the purpose of repair and/or reconstruction of existing roads and associated drainage improvement and engineering? Shall the Town further authorize the Board of Selectmen to accept any and all State Aid or other revenue source that may become available for this work and to take any other action relative thereto including acquiring or conveying interests in real property necessary to complete the work? The funds will be used for the improvement, reconstruction, maintenance, crack sealing, and engineering of roads as outlined in the 10-year road program.

Recommendations: Board of Selectmen: With Budget Committee: With

*Background: Within the context of the 10-Year Road Program, capital road rehabilitation and reconstruction continue towards a goal of improving overall road conditions within the Town.*

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*Road Program priorities are generally guided by road condition and PCI (pavement condition index) ratings, traffic volumes, and opportunities to coordinate road construction with other projects. A majority of the funds are dedicated to construction, with a portion of the funds being allocated to engineering design of other main roads. This overall approach enables the Town to execute a well-coordinated construction project, and at the same time, prepare/maintain a healthy backlog of design projects that will be ready for reconstruction in subsequent years.*

*Efforts will focus on all or part of the following streets:*

### *Road Reconstruction:*

*Manor Parkway - Pelham Road to Cul-De-Sac  
Twinbrook Avenue - Dead End to Oak Ridge Avenue  
Twinbrook Avenue - Oak Ridge Avenue to Twinbrook Avenue  
Old Farm Road - Haverhill Road to Old Farm Road (Loop)  
Henry Taylor Street - East Broadway to Shore Drive  
Iris Avenue - Dead End to Ashworth Avenue  
Lemay Road - North Main Street to Emerson Way  
Freedom Drive - Veterans Memorial Parkway to Dead End*

### *Road Maintenance (Mill/Overlay):*

*South Broadway (Segment 4):  
720' North of Cluff Crossing (Staples Entrance) to 50' North of Cluff Crossing Road  
East Broadway - Zion Hill Road to North Main Street  
Howard Street - Millville Street to Taylor Street  
West Street - Lowell Road to Pelham Town Line  
Clinton Street - Main Street to North Policy Street  
Sullivan Avenue - Main Street to Veronica Avenue  
Francis Street - Route 28 to Earl Street  
Earl Street - Taylor Street to Route 28  
Franklin Street - Millville Street to Howard Street  
Ackerman Street - Williams Street to Appaloosa Road  
Granite Avenue - Main Street to Westchester Street  
Clydesdale Road - Palomino Road to Ackerman Street  
Garrison Road - Cole Street (W) to Cole Street (E)  
Small Brook Lane - Old Farm Road to Cul-De-Sac Loop  
Belmont Street – South Broadway to Westchester Street  
Westchester Street – South Broadway to Granite Avenue*

*Originator: Board of Selectmen  
Funding Source: Property Tax  
Rate Impact: \$0.76*



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### **Article 16: Salem Administrative and Technical Employees Union (SEA) \$24,245 Collective Bargaining Agreement**

Shall the Town vote to approve the cost items included in the collective bargaining agreement reached between the Board of Selectmen and the members of the State Employees Association (SEA), Local 1984, which call for the following changes to salaries and benefits at the current staffing level:

<u>Fiscal Year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2021	\$24,245 Increase	1.3% salary adjustment April 1, 2021

and further to raise and appropriate the sum of Twenty-Four Thousand Two Hundred Forty-Five Dollars (\$24,245), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Recommendations: Board of Selectmen: With Budget Committee: With

*Background: There are 31 full-time members and 8 part-time members in this collective bargaining unit. This is a one-year contract. If this article is adopted by the voters, the Town's 2021 Operating Budget will be increased by \$24,245. The members of this union have agreed to language changes to various articles in the collective bargaining agreement.*

*Originator: Board of Selectmen  
Funding Source: Property Tax  
Rate Impacts: >\$0.01*

### **Article 17: Salem Public Administrators Association Union (SPAA) \$35,056 Collective Bargaining Agreement**

Shall the Town vote to approve the cost items included in the collective bargaining agreement reached between the Board of Selectmen and the members of the Salem Public Administrators Association (SPAA), which call for the following changes to salaries and benefits at the current staffing level:

<u>Fiscal year</u>	<u>Estimated Increase/Decrease</u>	<u>Explanation</u>
2021	\$35,056	1.3% salary adjustment April 1, 2021

and further to raise and appropriate the sum of Thirty-Five Thousand, Fifty-Six Dollars (\$35,056), such sum representing the anticipated increase in salaries and benefits required by the new agreement from what would be paid under the current agreement at current staffing levels? (Majority vote)

Recommendations: Board of Selectmen: With Budget Committee: With

*Background: There are 26 full-time members in this collective bargaining unit. This is a one-year contract. If this article is adopted by the voters, the Town's 2021 Operating Budget will be increased by \$35,056.*

*Originator: Board of Selectmen  
Funding Source: Property Tax  
Rate Impact: \$0.01*

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### **Article 18: OPEB Trust Fund** **\$50,000**

Shall the Town vote to raise and appropriate the sum of Fifty Thousand Dollars (\$50,000) to be placed in the OPEB Trust Fund, previously established in accordance with New Hampshire RSA Chapter 31:19-c for the purpose of paying for other post-employment benefits to employees and their beneficiaries after their termination of service as provided in the law and administrative expenses?

Recommendations: Board of Selectmen: With

Budget Committee: With

*Background: This article provides funding for a trust fund for other post-employment benefits other than pension. Credit rating agencies as well as the auditors want to see that the Town annually funds an OPEB trust fund. Regularly funding an OPEB trust will help with the Town's credit rating as well as reduce the liability on the Town's financial statements. The money in the account can only be used as allowed by RSA Chapter 31:19-c. This fund will allow the Town to earn interest to help pay for future obligations.*

*Originator: Board of Selectmen*

*Funding Source: Property Tax*

*Rate Impacts: \$0.01*

### **Article 19: Establishment of a Capital Reserve Fund for Town Facility Maintenance and Improvement** **\$100,000**

Shall the Town vote to authorize the establishment of a Capital Reserve Fund (pursuant to RSA Chapter 35) for future repairs, improvements, and/or replacement for all municipal facilities and to raise and appropriate the sum of One Hundred Thousand Dollars (\$100,000) towards this purpose, and to designate the Board of Selectmen as agents to expend?

Recommendations: Board of Selectmen: With

Budget Committee: Without

*Background: This article creates and provides funding for a capital reserve fund for unanticipated building repairs that occur during a year. Examples include HVAC failure and replacement, roof repairs, etc. This fund may also be used for capital improvements to town buildings as well as a funding source to build new municipal facilities. The purpose of this fund is not to be used for land acquisition. With aging municipal facilities it is prudent to have a funding source to pay for unexpected repairs and plan for upgrades that will occur in future years.*

*Originator: Board of Selectmen*

*Funding Source: Property Tax*

*Rate Impacts: \$0.02*

### **Article 20: Conservation Commission Forest Maintenance** **0.00**

Shall the Town vote to amend action taken at the 1993 Town Meeting, Article 50, by amending the language of that article and authorizing the Conservation Commission to retain, in a Forest Maintenance Fund, 100% of the net profit realized from any timber harvest activities?

Recommendations: Board of Selectmen: With

Budget Committee: N/A

*Background: When the Salem Town Forest was established in 1983, an article was passed to*

## 2021 TOWN MEETING WARRANT & VOTERS GUIDE

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*allow up to \$1,500 of Timber Harvest proceeds to remain in a Town Forest Maintenance Fund at the close of each fiscal year. In 1993, the language was amended to allow the Conservation Commission to retain in a Forest Maintenance Fund, the first \$1,500 or 50% of the net profit, whichever is greater, realized from timber harvesting activities in a calendar year. This proposal would allow the Conservation Commission to retain 100% of the net profits realized from timber harvests, with no cap. Expenditures from the Forest Maintenance Fund must be authorized by Town Meeting vote and are to be used for only for the maintenance of the Town Forest.*

*Originator: Board of Selectmen  
Funding Source: No funding requested*

**Article 21: Authorize Board of Selectmen to Sell Tax Deeded Property \$0.00**

Shall the Town vote to authorize the Board of Selectmen to transfer tax liens and to convey any real estate acquired by the Town by Tax Collector's deed?. Such conveyance shall be by deed following a public auction, or the property may be sold by advertised sealed bids or may be otherwise disposed of as justice may require, pursuant to RSA 80:80. This authorization will remain in effect until rescinded by a vote of the legislative body at an annual town meeting.

Recommendations: Board of Selectmen: With Budget Committee: N/A

*Originator: Board of Selectmen  
Funding Source: No funding requested*

**Article 22: BY PETITION: Fund Kelley Library Employees' Economic Benefits \$9,587**

**By Petition:** Shall the Town vote to raise and appropriate a sum of Nine Thousand Five Hundred Eighty-Seven Dollars (\$9,587) being a 1.3% increase, such sum representing the cost of increased economic benefits for the employees of the Kelley Library, the amount being set by the cost-of-living increase determined for other similar municipal employees?

Recommendations: Board of Selectmen: With Budget Committee: With

*Originator: Petitioner  
Funding Source: Property Tax  
Rate Impact: >\$0.01*

**Article 23: BY PETITION: Fund Cost to Mail a Voters' Guide to All Residences At Least One Week Prior to Deliberative Session \$0.00**

Shall the Town raise and appropriate the sum of Zero Dollars (\$0.00) for the purpose of mailing the Town Meeting Voters Guide to all residences at least a week before the deliberative session?

Recommendations: Board of Selectmen: Without Budget Committee: Without

*Background: This article was submitted via citizen petition and seeks to have a voters' guide mailed to every resident in Salem, NH.*

*Originator: Petitioner  
Funding Source: Property Tax  
Rate Impact: \$0.00*

**GIVEN UNDER OUR HANDS AND SEAL THIS TWENTY-FIFTH DAY (25<sup>TH</sup>) DAY OF  
JANUARY, 2021.**

DocuSigned by:  
*Michael Lyons*  
5422C3134003431...

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Michael J. Lyons, Chairman

DocuSigned by:  
*Cathy Ann Stacey*  
FC0D968B76F34DD...

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Cathy A. Stacey, Vice-Chairman

DocuSigned by:  
*James Keller*  
3C76339EE0B6419...

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James S. Keller, Secretary

DocuSigned by:  
*Robert Bryant*  
719AEE0281DE4E2

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Robert F. Bryant, Selectman



New Hampshire  
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## Proposed Budget

### Salem

For the period beginning January 1, 2021 and ending December 31, 2021

Form Due Date: **20 Days after the Annual Meeting**

This form was posted with the warrant on: January 25, 2021

#### BUDGET COMMITTEE CERTIFICATION

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Name	Position	Signature
D.J. Bettencourt	Chairman	
Steven Goddu	Vice-Chair	<small>DocuSigned by:</small> <i>Steven Goddu</i> <small>7329F43BF74D47C...</small>
Tanya Donnelly	Secretary	<small>DocuSigned by:</small> <i>Sean Lewis</i> <small>854011ESC2B4C8...</small>
Sean Lewis	Member	
Peter Edgerly	Member	
Paul Huard	Member	<small>DocuSigned by:</small> <i>James S. Keller</i> <small>25EAFB6638F4EB...</small>
Dane Hoover	Member	<small>DocuSigned by:</small> <i>James S. Keller</i> <small>EE1A643198D9410...</small>
James S. Keller	Selectmen Representative	
Bernard H. Campbell	School Board Representative	<small>DocuSigned by:</small> <i>James S. Keller</i> <small>9622F37F5D154D1...</small>

This form must be signed, scanned, and uploaded to the Municipal Tax Rate Setting Portal:  
<https://www.proptax.org/>

#### For assistance please contact:

NH DRA Municipal and Property Division  
(603) 230-5090  
<http://www.revenue.nh.gov/mun-prop/>



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Appropriations

Account	Purpose	Article	Actual Expenditures for period ending 12/31/2020	Appropriations for period ending 12/31/2020	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
<b>General Government</b>								
0000-0000	Collective Bargaining		\$0	\$0	\$0	\$0	\$0	\$0
4130-4139	Executive	14	\$563,993	\$590,319	\$648,925	\$0	\$639,924	\$9,001
4140-4149	Election, Registration, and Vital Statistics	14	\$339,748	\$297,838	\$253,889	\$0	\$252,899	\$1,190
4150-4151	Financial Administration	14	\$2,391,406	\$2,540,654	\$2,498,031	\$0	\$2,524,235	\$0
4152	Revaluation of Property	14	\$0	\$0	\$275,000	\$0	\$275,000	\$0
4153	Legal Expense	14	\$106,591	\$168,360	\$148,700	\$0	\$148,700	\$0
4155-4159	Personnel Administration	14	\$1,555,020	\$1,743,849	\$1,922,337	\$0	\$1,868,356	\$53,981
4191-4193	Planning and Zoning	14	\$590,597	\$609,483	\$611,973	\$0	\$606,552	\$5,421
4194	General Government Buildings	14	\$181,466	\$196,168	\$192,503	\$0	\$192,503	\$0
4195	Cemeteries	14	\$507,590	\$573,752	\$578,069	\$0	\$571,099	\$6,960
4196	Insurance	14	\$347,360	\$363,531	\$412,153	\$0	\$412,153	\$0
4197	Advertising and Regional Association		\$0	\$0	\$0	\$0	\$0	\$0
4199	Other General Government	14	\$528,248	\$706,843	\$689,719	\$0	\$684,271	\$5,448
<b>General Government Subtotal</b>			<b>\$7,102,039</b>	<b>\$7,790,797</b>	<b>\$8,231,289</b>	<b>\$0</b>	<b>\$8,175,492</b>	<b>\$82,001</b>
<b>Public Safety</b>								
4210-4214	Police	14	\$10,694,673	\$12,310,127	\$12,565,494	\$0	\$12,476,403	\$89,091
4215-4219	Ambulance		\$0	\$0	\$0	\$0	\$0	\$0
4220-4229	Fire	14	\$12,990,728	\$13,182,654	\$13,849,340	\$0	\$13,723,482	\$125,858
4240-4249	Building Inspection	14	\$779,706	\$875,409	\$897,474	\$0	\$889,730	\$7,744
4290-4298	Emergency Management		\$0	\$0	\$0	\$0	\$0	\$0
4299	Other (Including Communications)		\$0	\$0	\$0	\$0	\$0	\$0
<b>Public Safety Subtotal</b>			<b>\$24,465,107</b>	<b>\$26,368,190</b>	<b>\$27,312,308</b>	<b>\$0</b>	<b>\$27,089,615</b>	<b>\$222,693</b>
<b>Airport/Aviation Center</b>								
4301-4309	Airport Operations		\$0	\$0	\$0	\$0	\$0	\$0
<b>Airport/Aviation Center Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



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Account	Purpose	Article	Actual Expenditures for period ending 12/31/2020	Appropriations for period ending 12/31/2020	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
<b>Highways and Streets</b>								
4311	Administration	14	\$532,159	\$528,502	\$521,416	\$0	\$517,544	\$3,872
4312	Highways and Streets	14	\$2,478,026	\$2,995,629	\$3,007,848	\$0	\$2,988,801	\$19,047
4313	Bridges		\$0	\$0	\$0	\$0	\$0	\$0
4316	Street Lighting	14	\$624,759	\$654,710	\$606,693	\$0	\$606,693	\$0
4319	Other		\$0	\$0	\$0	\$0	\$0	\$0
<b>Highways and Streets Subtotal</b>			<b>\$3,634,944</b>	<b>\$4,178,841</b>	<b>\$4,135,957</b>	<b>\$0</b>	<b>\$4,113,038</b>	<b>\$22,919</b>
<b>Sanitation</b>								
4321	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4323	Solid Waste Collection		\$0	\$0	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	14	\$1,099,852	\$1,018,607	\$1,039,044	\$0	\$1,037,318	\$1,726
4325	Solid Waste Cleanup		\$0	\$0	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal		\$734,633	\$880,000	\$0	\$0	\$0	\$0
4329	Other Sanitation		\$0	\$0	\$0	\$0	\$0	\$0
<b>Sanitation Subtotal</b>			<b>\$1,834,485</b>	<b>\$1,898,607</b>	<b>\$1,039,044</b>	<b>\$0</b>	<b>\$1,037,318</b>	<b>\$1,726</b>
<b>Water Distribution and Treatment</b>								
4331	Administration		\$677,963	\$750,000	\$0	\$0	\$0	\$0
4332	Water Services		\$0	\$0	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other		\$0	\$0	\$0	\$0	\$0	\$0
<b>Water Distribution and Treatment Subtotal</b>			<b>\$677,963</b>	<b>\$750,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>								
4351-4352	Administration and Generation		\$0	\$0	\$0	\$0	\$0	\$0
4353	Purchase Costs		\$0	\$0	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance		\$0	\$0	\$0	\$0	\$0	\$0
4359	Other Electric Costs		\$0	\$0	\$0	\$0	\$0	\$0
<b>Electric Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



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Account	Purpose	Article	Actual Expenditures for period ending 12/31/2020	Appropriations for period ending 12/31/2020	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
<b>Health</b>								
4411	Administration		\$0	\$0	\$0	\$0	\$0	\$0
4414	Pest Control	14	\$67,667	\$108,303	\$102,555	\$0	\$101,005	\$1,550
4415-4419	Health Agencies, Hospitals, and Other		\$0	\$0	\$0	\$0	\$0	\$0
<b>Health Subtotal</b>			<b>\$67,667</b>	<b>\$108,303</b>	<b>\$102,555</b>	<b>\$0</b>	<b>\$101,005</b>	<b>\$1,550</b>
<b>Welfare</b>								
4441-4442	Administration and Direct Assistance	14	\$123,930	\$172,294	\$167,796	\$0	\$166,684	\$1,112
4444	Intergovernmental Welfare Payments		\$0	\$0	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	14	\$57,875	\$113,500	\$113,500	\$0	\$113,500	\$0
<b>Welfare Subtotal</b>			<b>\$181,805</b>	<b>\$285,794</b>	<b>\$281,296</b>	<b>\$0</b>	<b>\$280,184</b>	<b>\$1,112</b>
<b>Culture and Recreation</b>								
4520-4529	Parks and Recreation	14	\$552,716	\$584,072	\$633,761	\$0	\$604,706	\$29,055
4550-4559	Library	14	\$1,362,454	\$1,582,730	\$1,615,836	\$0	\$1,602,361	\$13,475
4583	Patriotic Purposes	14	\$0	\$23,250	\$23,250	\$0	\$23,250	\$0
4589	Other Culture and Recreation	14	\$5,000	\$51,995	\$42,616	\$0	\$42,616	\$0
<b>Culture and Recreation Subtotal</b>			<b>\$1,920,170</b>	<b>\$2,242,047</b>	<b>\$2,315,463</b>	<b>\$0</b>	<b>\$2,272,933</b>	<b>\$42,530</b>
<b>Conservation and Development</b>								
4611-4612	Administration and Purchasing of Natural Resources		\$0	\$0	\$0	\$0	\$0	\$0
4619	Other Conservation		\$0	\$0	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing		\$0	\$0	\$0	\$0	\$0	\$0
4651-4659	Economic Development		\$0	\$0	\$0	\$0	\$0	\$0
<b>Conservation and Development Subtotal</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>





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Account	Purpose	Article	Actual Expenditures for period ending 12/31/2020	Appropriations for period ending 12/31/2020	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
<b>Debt Service</b>								
4711	Long Term Bonds and Notes - Principal	14	\$711,000	\$711,000	\$708,500	\$0	\$708,500	\$0
4721	Long Term Bonds and Notes - Interest	14	\$171,470	\$171,469	\$216,515	\$0	\$216,515	\$0
4723	Tax Anticipation Notes - Interest	14	\$0	\$1	\$1	\$0	\$1	\$0
4790-4799	Other Debt Service	14	\$0	\$250	\$50,250	\$0	\$50,250	\$0
<b>Debt Service Subtotal</b>			<b>\$882,470</b>	<b>\$882,720</b>	<b>\$975,266</b>	<b>\$0</b>	<b>\$975,266</b>	<b>\$0</b>
<b>Capital Outlay</b>								
4901	Land		\$0	\$0	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	14	\$1,648,140	\$1,653,107	\$799,699	\$0	\$799,699	\$0
4903	Buildings	14	\$0	\$200,000	\$125,000	\$0	\$125,000	\$0
4909	Improvements Other than Buildings	14	\$232,972	\$6,111,500	\$150,000	\$0	\$150,000	\$0
<b>Capital Outlay Subtotal</b>			<b>\$1,881,112</b>	<b>\$7,964,607</b>	<b>\$1,074,699</b>	<b>\$0</b>	<b>\$1,074,699</b>	<b>\$0</b>
<b>Operating Transfers Out</b>								
4912	To Special Revenue Fund		\$0	\$0	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund		\$0	\$0	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport		\$0	\$0	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric		\$0	\$0	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other		\$0	\$0	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	14	\$3,253,647	\$3,395,468	\$3,204,706	\$0	\$3,201,337	\$3,369
4914W	To Proprietary Fund - Water	14	\$3,965,122	\$4,103,978	\$5,632,766	\$0	\$5,616,450	\$16,316
4918	To Non-Expendable Trust Funds		\$0	\$0	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds		\$0	\$0	\$0	\$0	\$0	\$0
<b>Operating Transfers Out Subtotal</b>			<b>\$7,218,769</b>	<b>\$7,499,446</b>	<b>\$8,837,472</b>	<b>\$0</b>	<b>\$8,817,787</b>	<b>\$19,685</b>
<b>Total Operating Budget Appropriations</b>					<b>\$54,305,349</b>	<b>\$0</b>	<b>\$53,937,337</b>	<b>\$394,216</b>



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Special Warrant Articles

Account	Purpose	Article	Appropriations for Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2021 (Not Recommended)
4915	To Capital Reserve Fund		\$0	\$0	\$0	\$0
4916	To Expendable Trust Fund		\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds		\$0	\$0	\$0	\$0
4550-4559	Library	22	\$14,304	\$0	\$14,304	\$0
		<i>Purpose: BY PETITION: Fund Kelley Library Employees' Econom</i>				
4909	Improvements Other than Buildings	12	\$0	\$4,000,000	\$0	\$4,000,000
		<i>Purpose: BY PETITION: Samoset Drive Neighborhood Water (Bo</i>				
4909	Improvements Other than Buildings	13	\$75,000	\$0	\$75,000	\$0
		<i>Purpose: Stormwater Planning Project (CWSRF Loan) \$75,000</i>				
4915	To Capital Reserve Fund	15	\$3,630,677	\$0	\$3,630,677	\$0
		<i>Purpose: 2021 Road Construction and Engineering Program \$3</i>				
4915	To Capital Reserve Fund	19	\$100,000	\$0	\$0	\$100,000
		<i>Purpose: Establishment of a Capital Reserve Fund for Town F</i>				
4916	To Expendable Trusts/Fiduciary Funds	18	\$50,000	\$0	\$50,000	\$0
		<i>Purpose: OPEB Trust Fund</i>				
Total Proposed Special Articles			\$3,869,981	\$4,000,000	\$3,769,981	\$4,100,000



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Individual Warrant Articles

Account	Purpose	Article	Appropriations for Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for Appropriations for period ending 12/31/2021 (Not Recommended)
4130-4139	Executive	23	\$0	\$14,000	\$0	\$14,000
<b>Purpose:</b> BY PETITION: Fund Cost to Mail a Voters Guide to						
4140-4149	Election, Registration, and Vital Statistics	16	\$629	\$0	\$629	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4150-4151	Financial Administration	17	\$2,339	\$0	\$2,339	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4150-4151	Financial Administration	16	\$7,868	\$0	\$7,868	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4191-4193	Planning and Zoning	17	\$1,203	\$0	\$1,203	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4191-4193	Planning and Zoning	16	\$3,604	\$0	\$3,604	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4199	Other General Government	17	\$4,393	\$0	\$4,393	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4210-4214	Police	17	\$16,760	\$0	\$16,760	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4210-4214	Police	16	\$3,436	\$0	\$3,436	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4220-4229	Fire	17	\$3,437	\$0	\$3,437	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4220-4229	Fire	16	\$783	\$0	\$783	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4240-4249	Building Inspection	17	\$1,255	\$0	\$1,255	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						
4240-4249	Building Inspection	16	\$4,735	\$0	\$4,735	\$0
<b>Purpose:</b> Salem Administrative and Technical Employees Union						
4311	Administration	17	\$1,323	\$0	\$1,323	\$0
<b>Purpose:</b> Salem Public Administrators Association Union (SPA)						



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Individual Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
4311	Administration	16	\$783	\$0	\$783	\$0
<i>Purpose: Salem Administrative and Technical Employees Union</i>						
4441-4442	Administration and Direct Assistance	17	\$965	\$0	\$965	\$0
<i>Purpose: Salem Public Administrators Association Union (SPA)</i>						
4520-4529	Parks and Recreation	17	\$1,174	\$0	\$1,174	\$0
<i>Purpose: Salem Public Administrators Association Union (SPA)</i>						
4520-4529	Parks and Recreation	16	\$2,407	\$0	\$2,407	\$0
<i>Purpose: Salem Administrative and Technical Employees Union</i>						
4902	Machinery, Vehicles, and Equipment	11	\$336,249	\$0	\$336,249	\$0
<i>Purpose: Various Town Vehicles Lease/Purchase \$957,837</i>						
4914W	To Proprietary Fund - Water	17	\$2,207	\$0	\$2,207	\$0
<i>Purpose: Salem Public Administrators Association Union (SPA)</i>						
Total Proposed Individual Articles			\$395,550	\$14,000	\$395,550	\$14,000



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Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2020	Selectment's Estimated Revenues for period ending 12/31/2021	Budget Committee's Estimated Revenues for period ending 12/31/2021
<b>Taxes</b>					
3120	Land Use Change Tax - General Fund		\$0	\$0	\$0
3180	Resident Tax		\$0	\$0	\$0
3185	Yield Tax	14	\$5,929	\$1,000	\$1,000
3186	Payment in Lieu of Taxes	14	\$59,680	\$70,000	\$70,000
3187	Excavation Tax		\$0	\$0	\$0
3189	Other Taxes	14	\$39,506	\$12,000	\$12,000
3190	Interest and Penalties on Delinquent Taxes	14	\$226,776	\$162,100	\$162,100
9991	Inventory Penalties		\$0	\$0	\$0
<b>Taxes Subtotal</b>			<b>\$331,891</b>	<b>\$245,100</b>	<b>\$245,100</b>
<b>Licenses, Permits, and Fees</b>					
3210	Business Licenses and Permits	14	\$54,355	\$51,583	\$51,583
3220	Motor Vehicle Permit Fees	14	\$7,145,920	\$6,600,000	\$6,600,000
3230	Building Permits	14	\$1,172,848	\$1,105,000	\$1,105,000
3290	Other Licenses, Permits, and Fees	14	\$319,613	\$322,600	\$322,600
3311-3319	From Federal Government		\$0	\$0	\$0
<b>Licenses, Permits, and Fees Subtotal</b>			<b>\$8,692,736</b>	<b>\$8,079,183</b>	<b>\$8,079,183</b>
<b>State Sources</b>					
3351	Municipal Aid/Shared Revenues		\$0	\$0	\$0
3352	Meals and Rooms Tax Distribution	14	\$1,515,905	\$1,437,112	\$1,437,112
3353	Highway Block Grant	14	\$659,353	\$489,474	\$489,474
3354	Water Pollution Grant		\$0	\$0	\$0
3355	Housing and Community Development		\$0	\$0	\$0
3356	State and Federal Forest Land Reimbursement		\$0	\$0	\$0
3357	Flood Control Reimbursement		\$0	\$0	\$0
3359	Other (Including Railroad Tax)		\$0	\$0	\$0
3379	From Other Governments	14	\$722,086	\$30,000	\$30,000
<b>State Sources Subtotal</b>			<b>\$2,897,344</b>	<b>\$1,956,586</b>	<b>\$1,956,586</b>



New Hampshire  
Department of  
Revenue Administration

2021  
MS-737

Revenues

Account	Source	Article	Actual Revenues for period ending 12/31/2020	Selectment's Estimated Revenues for period ending 12/31/2021	Budget Committee's Estimated Revenues for period ending 12/31/2021
<b>Charges for Services</b>					
3401-3406	Income from Departments	14	\$3,374,466	\$3,001,989	\$3,001,989
3409	Other Charges		\$0	\$0	\$0
<b>Charges for Services Subtotal</b>			<b>\$3,374,466</b>	<b>\$3,001,989</b>	<b>\$3,001,989</b>
<b>Miscellaneous Revenues</b>					
3501	Sale of Municipal Property	14	\$6,570	\$1,000	\$1,000
3502	Interest on Investments	14	\$49,885	\$70,000	\$70,000
3503-3509	Other	14	\$1,591,043	\$1,225,033	\$1,212,033
<b>Miscellaneous Revenues Subtotal</b>			<b>\$1,647,498</b>	<b>\$1,296,033</b>	<b>\$1,283,033</b>
<b>Interfund Operating Transfers In</b>					
3912	From Special Revenue Funds		\$0	\$0	\$0
3913	From Capital Projects Funds		\$0	\$0	\$0
3914A	From Enterprise Funds: Airport (Offset)		\$0	\$0	\$0
3914E	From Enterprise Funds: Electric (Offset)		\$0	\$0	\$0
3914O	From Enterprise Funds: Other (Offset)		\$0	\$0	\$0
3914S	From Enterprise Funds: Sewer (Offset)	14	\$3,234,572	\$3,204,706	\$3,201,337
3914W	From Enterprise Funds: Water (Offset)	14	\$3,965,122	\$5,632,766	\$5,616,450
3915	From Capital Reserve Funds		\$0	\$0	\$0
3916	From Trust and Fiduciary Funds		\$0	\$0	\$0
3917	From Conservation Funds		\$0	\$0	\$0
<b>Interfund Operating Transfers In Subtotal</b>			<b>\$7,199,694</b>	<b>\$8,837,472</b>	<b>\$8,817,787</b>
<b>Other Financing Sources</b>					
3934	Proceeds from Long Term Bonds and Notes	13	\$0	\$75,000	\$75,000
9998	Amount Voted from Fund Balance	14	\$15,918	\$2,234,262	\$2,234,262
9999	Fund Balance to Reduce Taxes		\$0	\$0	\$0
<b>Other Financing Sources Subtotal</b>			<b>\$15,918</b>	<b>\$2,309,262</b>	<b>\$2,309,262</b>
<b>Total Estimated Revenues and Credits</b>			<b>\$24,159,547</b>	<b>\$25,725,625</b>	<b>\$25,692,940</b>



Budget Summary

Item	Selectmen's Period ending 12/31/2021 (Recommended)	Budget Committee's Period ending 12/31/2021 (Recommended)
Operating Budget Appropriations	\$54,305,349	\$53,937,337
Special Warrant Articles	\$3,869,981	\$3,769,981
Individual Warrant Articles	\$395,550	\$395,550
Total Appropriations	\$58,570,880	\$58,102,868
Less Amount of Estimated Revenues & Credits	\$25,725,625	\$25,692,940
<b>Estimated Amount of Taxes to be Raised</b>	<b>\$32,845,255</b>	<b>\$32,409,928</b>



Supplemental Schedule

<b>1. Total Recommended by Budget Committee</b>	<b>\$58,102,868</b>
<b>Less Exclusions:</b>	
2. Principal: Long-Term Bonds & Notes	\$1,292,392
3. Interest: Long-Term Bonds & Notes	\$241,847
4. Capital outlays funded from Long-Term Bonds & Notes	\$75,000
5. Mandatory Assessments	\$0
6. Total Exclusions ( <i>Sum of Lines 2 through 5 above</i> )	\$1,609,239
<b>7. Amount Recommended, Less Exclusions (<i>Line 1 less Line 6</i>)</b>	<b>\$56,493,629</b>
8. 10% of Amount Recommended, Less Exclusions ( <i>Line 7 x 10%</i> )	\$5,649,363
<b>Collective Bargaining Cost Items:</b>	
9. Recommended Cost Items (Prior to Meeting)	\$59,301
10. Voted Cost Items (Voted at Meeting)	\$0
11. Amount voted over recommended amount (Difference of Lines 9 and 10)	\$0
<b>12. Bond Override (RSA 32:18-a), Amount Voted</b>	<b>\$0</b>
<b>Maximum Allowable Appropriations Voted at Meeting: (<i>Line 1 + Line 8 + Line 11 + Line 12</i>)</b>	
	<b>\$63,752,231</b>





Default Budget of the Municipality

Salem

For the period beginning January 1, 2021 and ending December 31, 2021

RSA 40:13, IX (b) "Default budget" as used in this subdivision means the amount of the same appropriations as contained in the operating budget authorized for the previous year, reduced and increased, as the case may be, by debt service, contracts, and other obligations previously incurred or mandated by law, and reduced by one-time expenditures contained in the operating budget. For the purposes of this paragraph, one-time expenditures shall be appropriations not likely to recur in the succeeding budget, as determined by the governing body, unless the provisions of RSA 40:14-b are adopted, of the local political subdivision.

This form was posted with the warrant on: January 25, 2021

GOVERNING BODY CERTIFICATION

Under penalties of perjury, I declare that I have examined the information contained in this form and to the best of my belief it is true, correct and complete.

Name	Position	Signature
Michael J. Lyons	Board of Selectmen	<small>DocuSigned by:</small> Michael J. Lyons <small>80BB490C6780426...</small> <small>DocuSigned by:</small>
Cathy A. Stacey	Board of Selectmen	<small>FC0D968B76F34DD...</small> <small>DocuSigned by:</small> Cathy Ann Stacey
James S. Keller	Board of Selectmen	<small>9622F37F5D154D1...</small> <small>DocuSigned by:</small> James S. Keller
Lisa S. Withrow	Board of Selectmen	<small>6EBCE1A3F0D948D...</small> <small>DocuSigned by:</small> Lisa S. Withrow
Robert F. Bryant	Board of Selectmen	<small>719AFF0281DF4F2...</small> <small>DocuSigned by:</small> Bob Bryant

This form must be signed, scanned, and uploaded to the Municipal Tax Rate Setting Portal:  
<https://www.proptax.org/>

For assistance please contact:  
NH DRA Municipal and Property Division  
(603) 230-5090  
<http://www.revenue.nh.gov/mun-prop/>



**New Hampshire**  
Department of  
Revenue Administration

**2021  
MS-DTB**

**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>General Government</b>					
0000-0000	Collective Bargaining	\$0	\$0	\$0	\$0
4130-4139	Executive	\$590,319	\$32,601	\$0	\$622,920
4140-4149	Election, Registration, and Vital Statistics	\$297,838	(\$45,414)	\$0	\$252,424
4150-4151	Financial Administration	\$2,540,654	\$11,596	(\$215,509)	\$2,336,741
4152	Revaluation of Property	\$0	\$275,000	\$0	\$275,000
4153	Legal Expense	\$168,360	\$0	\$0	\$168,360
4155-4159	Personnel Administration	\$1,743,849	\$217,183	\$0	\$1,961,032
4191-4193	Planning and Zoning	\$609,483	\$14,960	\$0	\$624,443
4194	General Government Buildings	\$196,168	\$0	(\$10,977)	\$185,191
4195	Cemeteries	\$573,752	(\$13,567)	(\$25,416)	\$534,769
4196	Insurance	\$363,531	\$48,622	\$0	\$412,153
4197	Advertising and Regional Association	\$0	\$0	\$0	\$0
4199	Other General Government	\$706,843	(\$2,151)	(\$19,000)	\$685,692
	<b>General Government Subtotal</b>	<b>\$7,790,797</b>	<b>\$538,830</b>	<b>(\$270,902)</b>	<b>\$8,058,725</b>
<b>Public Safety</b>					
4210-4214	Police	\$12,310,127	\$272,228	(\$154,524)	\$12,427,831
4215-4219	Ambulance	\$0	\$0	\$0	\$0
4220-4229	Fire	\$13,182,655	\$409,927	(\$2,080)	\$13,590,502
4240-4249	Building Inspection	\$875,409	\$5,731	\$0	\$881,140
4290-4298	Emergency Management	\$0	\$0	\$0	\$0
4299	Other (Including Communications)	\$0	\$0	\$0	\$0
	<b>Public Safety Subtotal</b>	<b>\$26,368,191</b>	<b>\$687,886</b>	<b>(\$156,604)</b>	<b>\$26,899,473</b>
<b>Airport/Aviation Center</b>					
4301-4309	Airport Operations	\$0	\$0	\$0	\$0
	<b>Airport/Aviation Center Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Highways and Streets</b>					
4311	Administration	\$528,502	\$9,862	\$0	\$538,364
4312	Highways and Streets	\$2,995,629	\$29,915	(\$2,955)	\$3,022,589
4313	Bridges	\$0	\$0	\$0	\$0
4316	Street Lighting	\$654,710	\$0	(\$51,004)	\$603,706
4319	Other	\$0	\$0	\$0	\$0
	<b>Highways and Streets Subtotal</b>	<b>\$4,178,841</b>	<b>\$39,777</b>	<b>(\$53,959)</b>	<b>\$4,164,659</b>



**New Hampshire**  
Department of  
Revenue Administration

**2021  
MS-DTB**

**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Sanitation</b>					
4321	Administration	\$0	\$0	\$0	\$0
4323	Solid Waste Collection	\$0	\$0	\$0	\$0
4324	Solid Waste Disposal	\$1,018,607	\$2,744	(\$8,200)	\$1,013,151
4325	Solid Waste Cleanup	\$0	\$0	\$0	\$0
4326-4328	Sewage Collection and Disposal	\$0	\$0	\$0	\$0
4329	Other Sanitation	\$0	\$0	\$0	\$0
	<b>Sanitation Subtotal</b>	<b>\$1,018,607</b>	<b>\$2,744</b>	<b>(\$8,200)</b>	<b>\$1,013,151</b>
<b>Water Distribution and Treatment</b>					
4331	Administration	\$0	\$0	\$0	\$0
4332	Water Services	\$0	\$0	\$0	\$0
4335-4339	Water Treatment, Conservation and Other	\$0	\$0	\$0	\$0
	<b>Water Distribution and Treatment Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Electric</b>					
4351-4352	Administration and Generation	\$0	\$0	\$0	\$0
4353	Purchase Costs	\$0	\$0	\$0	\$0
4354	Electric Equipment Maintenance	\$0	\$0	\$0	\$0
4359	Other Electric Costs	\$0	\$0	\$0	\$0
	<b>Electric Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Health</b>					
4411	Administration	\$0	\$0	\$0	\$0
4414	Pest Control	\$108,303	(\$7,722)	\$0	\$100,581
4415-4419	Health Agencies, Hospitals, and Other	\$0	\$0	\$0	\$0
	<b>Health Subtotal</b>	<b>\$108,303</b>	<b>(\$7,722)</b>	<b>\$0</b>	<b>\$100,581</b>
<b>Welfare</b>					
4441-4442	Administration and Direct Assistance	\$172,294	(\$5,610)	\$0	\$166,684
4444	Intergovernmental Welfare Payments	\$0	\$0	\$0	\$0
4445-4449	Vendor Payments and Other	\$113,500	\$0	\$0	\$113,500
	<b>Welfare Subtotal</b>	<b>\$285,794</b>	<b>(\$5,610)</b>	<b>\$0</b>	<b>\$280,184</b>
<b>Culture and Recreation</b>					
4520-4529	Parks and Recreation	\$584,072	\$24,143	(\$3,000)	\$605,215
4550-4559	Library	\$1,562,408	\$44,251	\$0	\$1,606,659
4583	Patriotic Purposes	\$23,250	\$0	\$0	\$23,250
4589	Other Culture and Recreation	\$51,995	(\$2,496)	(\$3,000)	\$46,499
	<b>Culture and Recreation Subtotal</b>	<b>\$2,221,725</b>	<b>\$65,898</b>	<b>(\$6,000)</b>	<b>\$2,281,623</b>



**New Hampshire**  
Department of  
Revenue Administration

**2021**  
**MS-DTB**

**Appropriations**

Account	Purpose	Prior Year Adopted Budget	Reductions or Increases	One-Time Appropriations	Default Budget
<b>Conservation and Development</b>					
4611-4612	Administration and Purchasing of Natural Resources	\$0	\$0	\$0	\$0
4619	Other Conservation	\$0	\$0	\$0	\$0
4631-4632	Redevelopment and Housing	\$0	\$0	\$0	\$0
4651-4659	Economic Development	\$0	\$0	\$0	\$0
	<b>Conservation and Development Subtotal</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Debt Service</b>					
4711	Long Term Bonds and Notes - Principal	\$711,000	(\$2,500)	\$0	\$708,500
4721	Long Term Bonds and Notes - Interest	\$171,469	\$45,046	\$0	\$216,515
4723	Tax Anticipation Notes - Interest	\$1	\$0	\$0	\$1
4790-4799	Other Debt Service	\$250	\$50,000	\$0	\$50,250
	<b>Debt Service Subtotal</b>	<b>\$882,720</b>	<b>\$92,546</b>	<b>\$0</b>	<b>\$975,266</b>
<b>Capital Outlay</b>					
4901	Land	\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	\$1,653,107	(\$292,328)	(\$795,080)	\$565,699
4903	Buildings	\$200,000	\$0	\$0	\$200,000
4909	Improvements Other than Buildings	\$306,500	\$0	(\$158,000)	\$148,500
	<b>Capital Outlay Subtotal</b>	<b>\$2,159,607</b>	<b>(\$292,328)</b>	<b>(\$953,080)</b>	<b>\$914,199</b>
<b>Operating Transfers Out</b>					
4912	To Special Revenue Fund	\$0	\$0	\$0	\$0
4913	To Capital Projects Fund	\$0	\$0	\$0	\$0
4914A	To Proprietary Fund - Airport	\$0	\$0	\$0	\$0
4914E	To Proprietary Fund - Electric	\$0	\$0	\$0	\$0
4914O	To Proprietary Fund - Other	\$0	\$0	\$0	\$0
4914S	To Proprietary Fund - Sewer	\$3,395,468	\$539,840	(\$586,324)	\$3,348,984
4914W	To Proprietary Fund - Water	\$4,103,978	\$1,276,014	(\$654,991)	\$4,725,001
4915	To Capital Reserve Fund	\$0	\$0	\$0	\$0
4916	To Expendable Trusts/Fiduciary Funds	\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds	\$0	\$0	\$0	\$0
4918	To Non-Expendable Trust Funds	\$0	\$0	\$0	\$0
4919	To Fiduciary Funds	\$0	\$0	\$0	\$0
	<b>Operating Transfers Out Subtotal</b>	<b>\$7,499,446</b>	<b>\$1,815,854</b>	<b>(\$1,241,315)</b>	<b>\$8,073,985</b>
	<b>Total Operating Budget Appropriations</b>	<b>\$52,514,031</b>	<b>\$2,937,875</b>	<b>(\$2,690,060)</b>	<b>\$52,761,846</b>



**New Hampshire**  
**Department of**  
**Revenue Administration**

**2021**  
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**Reasons for Reductions/Increases & One-Time Appropriations**

Account	Explanation
4311	Salary/benefits
4441-4442	Salary/benefits
4240-4249	Salary/benefits
4195	Salary/benefits
4140-4149	Salary/benefits and fewer elections
4130-4139	Salary/benefits
4150-4151	Salary/benefits, phone system upgrade, software upgrades, and replace hardware
4220-4229	Salary/benefits and LifePak 1000
4194	Flooring improvements
4312	Salary/benefits and trench compactor
4909	Bridge engineering
4196	Premium increase
4721	Debt service
4711	Debt service
4902	Contract, communication equipment and vehicles
4589	Salary/benefits and carpet cleaning/restoration
4790-4799	Debt service
4199	Salary/benefits, premium increase, bridge engineering, and plotter
4520-4529	Salary/benefits and playground fiber mulch
4155-4159	Salary/benefits
4414	Salary/benefits
4191-4193	Salary/benefits
4210-4214	Salary/benefits, commission on accreditation of law enforcement agencies, administrative chief services, equipment, and K-9
4152	Revaluation
4324	Salary/benefits and PFOS. PFAS testing
4316	Traffic cameras and ITS/ATMS system evaluation
4914S	Salary/benefits, premium changes, GLSD, change in debt service, remediation action plan, upgrades to pump stations, and remediation to former WWTP
4914W	Salary/benefits, premium changes, contract, change in debt service, equipment, parking lot expansion, and extend water main



